

**THE INFLUENCE OF TRANSFORMATIONAL LEADERSHIP ON
EMPLOYEES' PERFORMANCE IN LOCAL GOVERNMENT AUTHORITIES
IN TANZANIA: THE CASE OF TUNDUMA TOWN COUNCIL**

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CERTIFICATION

The undersigned certifies that he has read and hereby recommends for acceptance by the Open University of Tanzania a dissertation entitled; “the influence of transformational leadership on employees’ performance in Local Government Authorities in Tanzania: The case of Tunduma Town Council” and found it to be in a form acceptable for examination.

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.....
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DECLARATION

I, Paul Majia, do hereby declare that this dissertation is my own original work and that it has not been presented and will not be presented to any other university for a similar or any other degree award.

.....
Signature

.....
Date

DEDICATION

This work is dedicated to my parents; Mama Nyamalima Maiga and Mzee Robert Simon Majia for being the founder of my education carrier and make me to be the way I am today. May God Almighty grant you long life “mama” and “baba”. Also I dedicate this work to my lovely family; my beloved wife Dr. Felistia and beloved daughters Pamela, Patricia, Paulina and Precious (4P’s) for their sincere tolerance during the entire period of my study.

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ABSTRACT

This study aimed at examining the influence of transformational leadership on employees' performance in local government authorities in Tanzania. Specifically, the study examined the influence of idealized influence on employees' performance, to examine the influence of inspirational motivation on employees' performance, to examine the influence of intellectual stimulation on employees' performance and to examine the influence of individualized consideration on employees' performance. The study was built on positivism philosophy whereby quantitative methodology was used and survey was used as a research design. The study also used simple random and purposive sampling procedure to collect primary data through questionnaires from 237 management and non-management respondents of the Tunduma Town Council and secondary data were collected through documentary review. Cronbach's Alpha was used to test reliability. In data analysis descriptive and inferential statistics were used to measure the relationship between the variables and regression was used to examine the extent of influence of transformational leadership on employees' performance. The results of the study revealed the existing positive and significant relationship between transformational leadership and employees' performance. Management respondents revealed that inspirational motivation influences employees' performance negatively. The study suggest that, leaders in local government authorities in Tanzania should effectively apply transformational leadership for outstanding performance. Also the government should amend and formulate new policies on leadership and governance for local government authorities in Tanzania to embrace transformational leadership for better performance.

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LIST OF ABBREVIATIONS

ANOVA	Analysis of Variance
CMT	Council Management Team
DHR	Department of Human Resource
DRC	Director of Regional Centre
LGA	Local Government Authority
SPSS	Statistical Package for Social Sciences
TFL	Transformational Leadership
THRO	Town Human Resource Officer
TTC	Tunduma Town Council
URT	United Republic of Tanzania.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

The influence of leadership on employees' performance is a historical phenomenon of which its evolution is traced back from the 17th century whereby employees were treated as machines or parts of machines rather than as human capital in realizing organization goals and objectives; Mwombeki, (2017). Currently, since organizations are operating in global market, they are striving to change in order to suit the ongoing global changing and competitive world so as to achieve the set out organizational goals and objectives; Mwombeki, (2017); Ndirangu, (2018) and Ghasabeh. et al, (2015).

The changes in organization are realized in management aspect where by effective leadership style which reshape employee's behaviour and influences them towards efficiency and effective performance is adopted Mwombeki, (2017) and Ndirangu, (2018). According to Ghasabeh et al, (2015), leadership is both a managerial and organizational factor that promotes firm competitiveness. Therefore, it is through effective leadership, organizational goal and objectives are achieved as it influences employees and organizational performance by ensuring efficiency in resource mobilization, allocation, utilization, motivating and controlling employees as well as solving people's problems in the organization and ensuring organizational sustainability in competitive environment.

According to Lee and Hidayat (2018), leadership is practicable in daily basis in all organizations being in business, academic institutions, political organizations, or in

families. Transformational leadership is the effective leadership style that influences employees' performance to go extra mile in performance hence foster the organization in particular and transforming the national economy at large. Unlike in Tanzania, many countries like Malaysia, South Africa, UK and Kenya have managed employees' performance and improve national performance due to effective leadership (Mpango:2012).

Transformational leadership style suit the current evolving organizations in the global market and competitive world economy; Ghasabeh, et al, (2015). This is the case as Transformational leaders "help organizations to deal with changing environments by encouraging their followers to generate creative solutions for the complex problems"; Bouwmans, et al, (2017:73). Likewise leaders develop the organization vision and shows followers what to do and how to realize the mission and vision of the organization; Madavana, (2018). Additionally, it encourages employees to be more innovative to suit technological advancement.

Transformational leadership concept was formerly introduced in 1973 by Downtown J.V, in his study known as "Rebel Leadership, Commitment and Charisma in the Revolutionary Process", then it was further in 1978 developed by Burns, in his work "Leadership". Abouraia and Othman, (2017); Lim et al, (2017); Sun et al (2017); Sun and Henderson, (2016); Caillier, (2014) and Dola, (2015). Transformational leadership is regarded as a new leadership paradigm introduced by Burns, focusing on influencing employees "to seek higher-order needs, to look beyond their self-interest to organizational goals, and to elevate their sense of morality"; Sun and Henderson (2016:2). Whereas the old paradigm known as transactional leadership

was centred on contractual and exchange relationship between leaders and followers putting much emphasis on reward and punishment Kalsoom et al, (2018). Therefore Transformational leadership is considered as leadership style with principles of judgment (Sun, 2016).

Many Scholars, like Wang, et al (2011) and Jiang, et al, (2017); presented that, Bass in his work “Leadership and performance beyond expectations” in 1985, extended and advanced transformational leadership to transformational leadership theory where he provided that, transformational leadership is measured through how a leader influences followers and how he/she can bring success by identify and utilizing opportunities as well as overcoming threats.

Moreover, Anderson, et al, (2017) and Israel (2016), made clear that, the four dimensions of the transformational leadership theory namely idealized influence, inspirational motivation, intellectual stimulation and individual consideration were all developed by Bass in 1985. Therefore a leader with any of such four characteristics is regarded as a transformational leader; Lim et al, (2017) and is capable in, transforming the mindset of his/her followers towards achieving organizational goals and objectives, Boamah. et al. (2018); ensuring harmony between employees, teams and organizational performance, Madavana (2018); caring, mentoring and coaching employees hence inspiring them to work for the organizational interests Lim et al, (2017); ensuring creativity and innovation which help employees to perform beyond expectations Wang.et al, (2011). Therefore transformational leaders inculcates intrinsic motivation in employees mind towards their work.

Local government authorities (LGAs) in Tanzania (URT) were established by the Local Government Act (LGA) No.7 and No.8 of the 1982. The two acts established local government district authorities and local government urban authorities respectively (Warioba 2008 and URT-Country profile 2017-2018). In Tanzania, there are 183, local authorities whereas 172 are in Tanzania mainland and 11 in Tanzania-Zanzibar (URT-Country profile 2017-2018:5). Local Government urban authorities are either city councils, municipal councils or township councils and rural authorities are either district council or village council (Warioba 2008 and URT-Country profile 2017-2018).

The local government authorities in Tanzania were mainly established for the purpose of unifying local government services and enabling people collectively participate in national social- economic development. (URT-Country profile 2017-2018). Local government authorities are made up councils who are basically politicians elected by people from the locality in one hand and public official who are government employees headed by the director on the other hand. Therefore local government authorities are empowered to impose charges and collect taxes and fees (Warioba 2008 and URT-Country profile 2017-2018). Therefore the analysis above, focusing on the aims of establishing local government authorities and powers vested in it, leaders of local government authorities can influence employees' performance to meet the local government goals and objectives.

Most of Local Government Authorities in Tanzania are not performing well due to what Mpango (2012) called as the lack of transformational leadership. Kamota (2013) also presented that, poor performance in the Tanzanian economy and local

government in particular is due to lack of charismatic and transformational leaders. For that case, leadership and public policy are based of old paradigm which then need to be changed to adopt the new one; Kamota (2013). Even though there are number of reforms made in Tanzanian policy in governance and leadership in particular, yet there is still a poor performance in local government authorities Mdee and Thorley (2016). Therefore, transformational leadership is the required new paradigm of leadership in local government authorities in Tanzania.



Figure 1.1: Tunduma Town Councillors in their meeting

The emerging general understanding is that, transformational leadership influences employees' performance in the organization. It stimulates employees to perform beyond expected margins by encouraging more on team work and collective responsibility than individual and self-interest to meet organizational goals and objectives as well as ensure effective service delivery. Local government authorities in Tanzania are underperforming Mpango; (2012). At Tunduma Town Council to the best of my knowledge no study had been done focusing on leadership and

employees' performance. Therefore from the proposition above, there was a need to examine the influence transformational leadership on employees' performance in Local Government Authorities in Tanzania. Specifically at Tunduma Town Council.



Figure 1.2: Tunduma Town Council Management Team in their Meeting

Source: Researcher, (2018)

1.2 The Profile of Tunduma Town Council

The name Tunduma is derived from the Nyamwanga tribe “patunduma” which means a place to fear. Tunduma Town Council, being one of the five councils in Songwe region, covers 419 Sq. Km (1.5%) of total surface area of Songwe region. On 1st July, 2015 due to its rapid economic growth, through the Local Government Notice Na.176, under the Local Government Law No.8, Tunduma was declared to be a town council. The council is made of 71 mitaa (streets) and 15 divisions namely Chiwezi, Majengo, Chipaka, Mwakakati, Maporomoko, Tunduma, Chapwa, Sogea, Kaloleni, Makambini, Katete, Mpande, Mpemba, Uwanjani and Muungano. The council has political constituency known as Tunduma Mjini.



Figure 1.3: Tunduma Town Council Office

Source: Researcher, (2018).

Tunduma Town Council is found between the longitude $32^{\circ},38'$ and $32^{\circ},54'$ East and Latitude $9^{\circ},03'$ and $9^{\circ},23'$ South. The council is strategically located at border between Tanzania and Zambia and it is the junction through main road (highway) to Katavi region via Sumbawanga (Rukwa region); Dar es Salaam via Mbeya region and South Africa via Zambia. The council is bordered by Zambia Republic from South to West; Momba district council in the North and Ileje district in the East. In the year 2016 Tunduma Town Council was termed to be the best council in Songwe region and among the best five councils in Tanzania mainland with 11.1%, with people living below poverty line. (TTC Socio-Economic Profile, 2015).

1.3 Statement of the Problem

Transformational leadership is the leadership style that shapes the behaviour of employee in any organization and it is recognized when leaders and employees work to achieve higher performance in the organization. Dola (2015). Through transformational leadership, an employee is influenced and motivated to use his or

her knowledge, skills and abilities to perform their assigned tasks in a way that ensures prosperity and sustainability of the organization. Alahmad. (2016).

In the current competitive and globalized world characterized by numerous changes in terms of social, economic, political and technological aspects, the transformational leadership is influencing employees to exert more effort in order to attain organizational goals and objectives. Madavane, (2018). Transformational leadership influences employees' performance through various ways such as by getting them involved, engaged and committed and work for organizational interest; by encouraging them to be more innovative and creative in handling issues in the organization; by considering employees' needs and providing support through coaching and mentoring. Indrayanto et al (2014). Leadership with the use human resources (employees) organizational objectives are identified and realized. Lee and Hidayat (2018). For that case transformational leaders in any organization, set organizational goals and define tasks, determine outputs and achieve tasks, maintain organizational discipline and ensures mutual relationship, Madavane, (2018) and Armstrong, (2016).

Indrayanto et al (2014), in their study on transformational leadership and employees' performance in Indonesia provided that, Transformational leadership influences employees' performance due to idealised influence, inspirational motivation, intellectual stimulation and individualized features shown by a leader. Therefore any leader with idealised influence features admires and win the trust of his or her followers through desirable behaviour the leader shows. A leader with inspirational motivation features a leader inspires, attract and motivate followers through two way

communication and team work courageous he or she shows. A leader with intellectual stimulation features encourages his or her followers to be more creative and innovative in handling issues and solving problems ahead of them. Moreover a leader with individualised consideration features considers and values his or her employees' needs and desire by acting as a mentor and coach for their growth.

Tunduma Town Council initially had no reliable and adequate data for the council on people participation on socio-economic development for the council and national at large. In 2018, leadership of the council prepared council profile with statistics and information about geography, population, socio-economic activities, social services, economic infrastructures and other productive sectors, with information for researchers, policy makers, planners and other stakeholders of the council. (TTC Socio-Economic Profile, 2015).

Various reports justified that, for four consecutive financial years namely, 2011/2012; 2012/2013; 2013/2014 and 2014/2015, Tunduma Town council had poor performance it was issued with disclaimer opinion. Assad (2015). However, there were emerging tremendous performance in the council for the next two financial years, namely 2015/2016 and 2016/2017 where the financial audit report revealed the council getting unqualified opinion. Assad (2018). Therefore such positive transformation of the council to the best performance, it is my opinion that, it is geared by the influence transformational leadership on employees' performance.

In Tanzania, to the best of my knowledge, despite the numerous study on transformational leadership and employees' performance in LGAs, they were either

focused on some sectors, departments, or Unit in the council. Similarly, there were no such similar study done at Tunduma Town Council. Therefore this study was done to examine the influence of transformational leadership on employees' performance in local government authorities in Tanzania, focusing at the Tunduma Town Council to fill the existing research gap. The examination is based on idealized influence, inspirational motivation, intellectual stimulation and individualized consideration. Therefore it is of great important one to know the contribution of transformational leadership on the success in performance of the Tunduma Town Council.

1.4 Research Objectives

1.4.1 General Objective

This research intended to examine the influence of transformational leadership on employees' performance in local government authorities in Tanzania with focus to Tunduma Town Council.

1.4.2 Specific Objectives

The specific objectives of the study;

- i. To examine the influence of idealized influence on employees' performance.
- ii. To examine the influence of inspirational motivation on employees' performance.
- iii. To examine the influence of intellectual stimulation on employees' performance.
- iv. To examine the influence of individualized consideration on employees' performance.

1.5 Research Questions

1.5.1 General Research Question

The general question of this research focused to examine, to what extent transformational leadership influences employees' performance in local government authorities?

1.5.2 Specific Research Questions

The specific questions for the research;

- i. To what extent idealized influence influences employees' performance?
- ii. To what extent inspirational motivation influences employees' performance?
- iii. To what extent intellectual stimulation influences employees' performance?
- iv. To what extent individualized consideration influences employees' performance?

1.6 Significance of the Research

The findings of the study will be of more significant in various angles as follows;

Theoretical Significance- The result from data collected and analysed help the government of Tanzania to determine how applicable or not applicable transformational leadership theory is in the local government authorities in the Tanzanian context.

Practical Significance- The applicability of Transformation leadership theory in local government authorities in the Tanzanian context help the government of Tanzania to amend or formulate new policies concerning leadership and governance in local government authorities.

Organizational Management Significance- The management of LGA involved in this research acquire knowledge and gain insight understanding on how transformational leadership style is suitable for them on influencing employees' performance.

Interviewees' Significance- All respondents involved in this research benefit from gaining insight understanding on the influence of transformational leadership on employees' performance.

Academicians and Researcher Significance- Academicians and researchers acquire a thorough understanding on the existing relationship between transformational leadership and employees' performance through the evidence put forward after being generated from research findings. Likewise, works as a starting point to do more researches to justify the theory in other local government authorities or any study area of their interest in the Tanzanian context.

Personal Significance- This is an academic research which requires a candidate to undertake so as to meet the criteria of the University to be awarded a master degree. Therefore the study becomes of much benefit as it enables the student to meet the University criteria to be awarded a Master Degree

1.7 Organization of the Study

This study is organized into five chapters. Chapter one covered the introductory part which included background of the study, profile of the Tunduma Town Council, statement of the problem, research objectives, research questions as well as significance of the study. Chapter two covered literature review and categorized into

conceptual definition, theoretical review, empirical study, research gap and demonstrated conceptual framework. Chapter three covered the research methodology focusing on research design, survey population, and area of the study. It also focused on sampling design and procedures, reliability and validity of the study, methods of data collection, data processing and data analysis. The chapter ended up with ethical consideration as well as results of the study. Chapter four examined the findings of the study, mainly focusing on description and characteristics of sample of the study, analysis of variables of the study as well as relationship of variables of the study. Chapter five summarized the study findings, concluded the study as well as provided recommendations, limitations and suggestion for further study.

CHAPTER TWO

LITERATURE REVIEW

2.1 The Study Overview

This chapter is about literature review. It concerns related studies to the topic done by other researchers at different parts of the world. The chapter deals with conceptual definitions of key concepts that were in this study and shows the definition adopted for the purpose of this study. The theoretical framework of this study is also covered. Likewise empirical study relevant to this study in the world (general) context, African context and in the Tanzanian context is covered. Likewise the research gap and conceptual framework are clearly shown.

2.2 Conceptual Definitions

2.2.1 Leadership and Leadership Style

Leadership is defined differently since it has no single or universal definition; Lussier and Achua (2010). Researchers define the concept as a process; as act of influence; as individual traits, as responsibility, as position, as behaviours, as authority, as relationship, as respect and others as a mechanism of goal attainment. Chowdhury (2014); Keskes (2014); and Nasution et al, (2016).

Alhusaini (2012), defines leadership as the process whereby one poses powers over others on attaining organization goals. Voon, et al (2011:24), defines it as “the process of influencing between leaders and subordinates where a leader attempts to influence the behaviour of subordinates to achieve the organizational goals”. Armstrong (2016:4), define leadership as the process of enabling other people willingly to perform to the desirable goals. It involves letting people know the way

forward for future success of the organization and ensuring their involvement in performing tasks ahead of them. Shafie et al (2013), view leadership as ability one has to change others beliefs, attitudes towards accomplishing organization tasks. Leadership is the process whereby leaders and employees are influencing to adopt changes so as to attain the intended organizational objectives. Luissier and Achua (2010).

Moreover, Keskes (2014) defines leadership as the existing relationship between a leader and followers with common goal, whereby a leader influences people's behaviour through the use of different leadership styles. Again, Buble et al (2014), defines leadership as the process of leading other people towards understanding and agreeing on what is to be done and how to do it accordingly for the purpose of achieving intended objectives for the benefit of all. Generally all definitions above, focus on leading followers towards achieving the intended common goal of the organization. Therefore for the purpose of this study, Armstrong's definition is adopted. The definition focuses on a leader influencing employees by letting them know mission and vision of the organization and how to achieve them through direct involvement in attaining organizational goals.

Leadership style was defined by Armstrong (2016) as the mechanism of which leaders tend to use in leading their followers, teams or groups in attaining the intended goals. Ndirangu (2018) defined it as the way and approach used by leaders in motivating their followers, showing directions and putting plans into implementation. It is an interaction process that takes place between the leader and followers, Lim et al, (2017). For the purpose of this study, leadership style is

transformational leadership whereby a leader engages and influence followers in accomplishing the intended organizational goals.

2.2.2 Transformational Leadership

Transformational leadership (TFL) is defined as the ability of the leaders in ensuring that followers are engaged, committed and use their knowledge, skills and abilities in achieving organizational goals; Moolenaar et al (2011). According to Alrowward et al (2017:201) transformational leadership refers to a “motivational style which includes presenting a clear organizational vision and inspiring employees to work towards this vision through establishing connection with the employees, understanding employees’ needs and helping employees reach their potential contributes to good outcomes for the organization”. For the purpose of this study, the definition provided by Alrowward et al (2017) is adopted as it shows that a leader influences employees’ performance through stimulating intrinsic motivation.

2.2.2.1 Idealized Influence

This refers to the extent to which a leader shows a behaviour of self-sacrifice with high moral standards, which attracts the followers and view him or her as their role model hence generate trust and respect on him or her. Coporal and Chowdhury (2014) and Abouraia et al (2017).

2.2.2.2 Inspirational Motivations

This refers to the extent a leader is devoted to the organizational goals and sets high standards of performance which are motivating and inspiring the followers through effective communication and teamwork, guiding and assisting them to attain such

organizational goals. Besieux et al (2015) and Ghasabeh et al (2015).

2.2.2.3 Intellectual Stimulation

This refers to the extent to which a leader encourages, develop and stimulates employees' new way of thinking, on solving problems and new perspectives of questioning traditional issues (beliefs and values). Coporal and Chowdhury (2014); Besieux et al (2015) and Bouwmans et al (2017).

2.2.2.4 Individualized Consideration

This refers to the extent by which a leader recognizes and considers the needs of the followers, supports, coaches, mentors and assists them whenever in difficulties as well as delegates assignments to facilitate their learning and development needs. Coporal and Chowdhury (2014); Besieux et al (2015) and Anderson et al (2017).

2.2.3 Influence and Employee Performance

The concept of influence is defined by Lussier and Achua, (2010) to mean the process in which leaders express to employees the organizational mission and vision, discusses with them on how to meet organizational needs and enable employees to work hard so as to achieve the intended organizational goals. For that case, employees' performance is influenced or geared by the leader. Employee performance on the other hand is defined as the ability of an employee to do or not to do the assigned work in the organization. Prabowo, (2018). It focuses on successful execution of the job done by an employee. Ndirangu, (2018). It is how well the employee perform and complete the assigned tasks. Andreani and Petrik (2016).

An employee can be termed as good performer, if he or she is able to do and accomplish the work on time or early than the expected time, and be able to go extra mile in accomplishing beyond the set out work standards, Lee and Hidayat, (2018). For the purpose of this study, employee performance is defined to mean the influence that a leader exerts to his or her followers and acquire their willingness to ensure successful accomplishment of the work not only to meet the expected organizational goals but also to perform beyond those goals.

2.3 Theoretical Review

There have been many theories on leadership developed by many scholars, as the concept continued to gain intensive and extensive studies; Armstrong (2016). However for the purpose of this study, transformational leadership theory was used as the theoretical framework. Alrowward et al (2017), provides that, despite the presence of many theories of leadership, transformational leadership theory has gained much support over the past twenty years. Likewise, Ghasabeh et al (2015) provided that, transformational leadership theory continues to be the leading theory compared to other leadership theories studied and published in articles some years back.

According to Mwombeki (2017), Transformational Leadership Theory is the theory that focuses on the leader to influence the followers to transform from their own personal interests and work to achieve organizational goals and objectives. The theory was developed by Bass in 1985 and put forward four dimensions of transformational leadership namely, Idealized influence; Inspirational Motivation;

Intellectual stimulation and Individualized consideration, Ghasabeh et al, (2015).

Transformational leadership theory proposes that, for a leader to influence employees' performance, should focus on meeting basic needs and realizing higher desire of the followers, ensure better working conditions and inspire them to be more creative and innovative, Lim et al (2017) and Besieux et al (2015). Likewise Nyakobi et al (2017) argued that according to the theory when a leader applying transformational leadership tend to develop the behaviour related to idealized influence, inspirational motivation, intellectual stimulation and individualized consideration by being effective and exerting more effort to influence the followers.

There are many reasons for choosing transformational leadership theory as the theoretical orientation of this study. These include, the nature of this study which mainly focuses on examining the influence of transformational leadership on employees' performance. Likewise, dominance of the theory in the current competitive global economy. It is provided that, currently Transformational Leadership Theory is the leading and dominating leadership theory for more than two decades, Alrowward et al (2017) and Ghasabeh et al (2015).

Indeed as put forward by many scholars, not only the theory has justified that leaders have managed to transform their followers from working for personal interests to organizational interests but also it has ensured leader-followers relationship promoting shared vision, inspiring and stimulating, caring and teaching employees towards organizational goals and objectives attainment; Besieux et al (2015), Mwombeki (2017) and Lim et al (2017).

2.4 Empirical Analysis

2.4.1 General Studies

There are massive studies worldwide focusing on transformational leadership influencing employee performance. Thamrin (2012) carried the study about the influence of Transformational Leadership and organizational commitment on job satisfaction and employees performance. The study used survey research design whereby data were collected through questionnaires from 105 permanent employees working in the shipping companies in Jakarta – Indonesia by using simple random procedure. Data were analysed by using structural equation model (SEM). Results revealed the existence of significant and positive influence of transformational leadership on employees' performance as leaders demonstrate behaviours that articulate the vision, provide the role model, fulfil the demand-objectives of the team and ensures individual support.

The study concluded that, employees' performance can be raised through ensuring consideration and intellectual stimulation to employees, exercising charisma that promotes changes to better performance through providing training, counselling and developing constant interaction to achieve self-actualization. Basing on the results and conclusion, this study focused the influence of transformational leadership on employees; performance. The study used only simple random sampling procedure which differ from this study as it used simple random and purposive sampling procedure. Again the sample size used differ from the sample size of this study. Likewise this study used descriptive statistics in data analysis different from Structural Equation Model (SEM) that was used.

Likewise, et al., (2011), conducted a study based on the influence of transformational leadership on adaptive employees' performance. The study used exploratory research design and data were collected through Multifactor Leadership questionnaires from 360 selected sample size from ten industrial enterprises in China. Data were analysed by exploratory factor analysis and the results revealed that transformational leadership had a significant positive impact on employee performance. It also revealed that leaders can manage stress, can develop innovative behaviour, can encourage cultural adaptation, can encourage continuous learning, as well as can encourage personal adaptability.

The study was concluded that in the constant changing world, in order organizations to ensure efficient operation and maintain competitive advantage should have employees with high adaptive performance. With regard to the conclusion, this study was done focusing on the influence of transformational leadership on employees' performance in local government authorities in Tanzania. This study used survey research design contrary to exploratory research design being used.

Likewise, Caillier (2014) conducted a study in USA to federal, states and local government employees about toward a better understanding of the relationship between Transformational Leadership, Public Service Motivation, Mission Valence and Employee Performance. The study used web – based survey design whereby questionnaire were distributed and collected through internet from 964 respondents and the analysis was done by using Survey Monkey. The study revealed that transformational leadership and public service motivation had a direct, positive

affect on employee evaluation. The reason behind was that, transformational leaders affect individual performance with high mission valence as they introduce clear and challenging mission goals hence motivates individuals who believe in the mission and finally increase their performance.

The study concluded that, transformational leaders increase the performance of employees when they make clear the mission of the organization. Also that transformational leaders affect employees' performance when they establish clear and challenging associated with organizational goals which motivate them to better performance. However the study pointed out some limitations including lack of comprehensive information to the researcher about the respondents as their geographical location were not known. For this study was done focusing the influence of transformational leadership on employees' performance and it used survey research design, whereby geographical location of respondents was known and data were collected through self-administered questionnaires.

2.4.2 Studies in African Countries

Mwongeli and Juma (2016) conducted a study in Kenya focusing on influence of transformational leadership on employee performance. The study used descriptive and correlational research design. Data were collected through questionnaires from 109 respondents working at Safaricom Limited. Data were analysed quantitatively. Results of the study shown that, transformational leadership positively influences employees' performance in the aspect of inspirational motivation and intellectual stimulation. Also that, it is negatively influencing employees' performance in the

aspect of individualized consideration.

They concluded their study by insisting that transformational leadership is important in generating employee commitment. Also that the findings of the study will enable other institutions to learn the influence of transformational leadership on employee performance in Kenya. To extend such conclusion, this study was done focusing on the influence of transformational leadership on employees' performance in local government in Tanzania. This study used simple random and purposive sampling procedure whereas the study of Mwongeli and Juma (2016) used stratified sampling procedure.

Again this study examined the four dimensions of transformational leadership namely idealised influence, inspirational motivation, intellectual stimulation and individualised consideration, while the study of Mwongeli and Juma (2016) involved only three dimensions known as inspirational motivation, intellectual stimulation and individualised consideration. Also this study during data analysis, respondents were categorised into two namely, management respondents and non-management respondents.

Another study was done by Ndirangu (2018) in Kenya. The study was about influence of transformational leadership on employee performance. The study used quasi-experimental research design. Purposive sampling procedure were used to select the sample size. Data were collected through questionnaires administered and collected from 49 respondents of five NGOs. The study by Ndirangu (2018) came up

with results that, transformational leadership influences employee performance as leaders use the resources efficiently and provide with them the feedback on their performance; inspire employees as they provide mission and vision with them and involve them future positive vision and mission attainment. Leaders also clarify goals to employees and develop the innovative and creative ideals in solving problems and Leaders consider individual employee needs and value each one contribution in a team performance.

The study concluded that, transformational leadership influences employee performance. However the researcher admit that, despite the use five local NGOs, the study used low number of respondents who were less than twenty from each organization. Basing on the conclusion of the study, this study extended it through the study that focused to examine the influence of transformational leadership on employees' performance in local government in Tanzania. This study used survey research design as opposed to quasi-experimental research design.

In Nigeria, Israel (2016) made a descriptive study focusing the relationship between the CEOs leadership and performance of SMEs. The study used survey research design whereby Multifactor Leadership Questionnaire were used to collect data from the sample of 550 respondents of the CEO and top management of SMEs selected by using multistage sampling procedure. Result of the study was that, transformational behaviours of Individualized consideration and Idealized influence are significantly related with sales, profit, and employment growth and owner satisfaction. Whereas Inspirational motivation and intellectual stimulation is significantly related with

employment growth, profit and owner satisfaction.

The study concluded that, the CEOs behaviour is not enough to justify the performance of SMEs, but CEOs need also to engage employees on mission and vision of the SMEs by explaining to them. Therefore this study was done focusing the influence of transformational leadership on employees' performance in local government in Tanzania whereby data were collected through questionnaires and the sample size of the study being selected by using simple random sampling and purposive sampling.

2.4.3 Studies in Tanzania

Aunga and Masare (2017), conducted a study in Arusha District on effect of leadership styles on teacher's performance on primary schools. The study employed quantitative methodology whereby survey design was used. Data were collected through questionnaires from the 140 primary school teachers. Data were analysed descriptively whereby Pearson Correlation was conducted to determine the relationship between independent and dependent variables. Results of the study was that, there was a significant relationship between transformational leadership style and teachers' performance.

The researcher concluded that, head teachers should apply democratic and transformational leadership as they increase teacher's performance. For this study was done focusing on the influence of transformational leadership on employees' performance in local government authorities. This study used only transformational leadership style as opposed to Aunga and Masare (2017) study that involved more

than one leadership style despite the fact that the two studies involved similar research methodology and instruments of data collection and data analysis.

Similar study was done by Nyenyembe et al (2016) at Songea District on leadership styles and teachers' job satisfaction in Tanzania Public Secondary Schools. The study used survey research design and simple random procedure was used to select 180 respondents who were teachers provided by head of schools. The extent of determination on how teacher's job satisfaction is related to transactional and transformational leadership was tested by using multiple regression.

The result of the study revealed that teachers were more satisfied with their job when their heads of school are working closely with them, inspire them to their schools, communicate to them mission and vision of their schools, mentoring them as well as taking into consideration their well beings. So this result demonstrates that individualized consideration which is one of the transformational leadership is positively related to their performance.

The study was concluded that, principals practice both transformational and transactional leadership in their schools. Also that, idealised influence, intellectual stimulation and individualised consideration are highly practiced by head of schools. The conclusion is extending by this study which focuses on the influence of transformational leadership on employees' performance in local government authorities in Tanzania. However this study differs from the study of Nyenyembe et al (2016) as it is based on transformational leadership only. Also this study covers all

departments and Units of the Tunduma Town Council as opposed to secondary department involved in the study of Nyenyembe et al (2016).

2.5 Research Gap

There is a number of studies worldwide that have been done focusing transformational leadership and employees' performance. Studies done by Thamrin (2012), Jing & Yingquian (2011), Caillier (2014), Mwongeli & Juma (2016), Ndirangu (2018), Israel (2016), Aunga & Masare (2017), Nyenyembe (2016) & Abimbola (2017), have shown the contribution of transformational leadership on employees' performance. With reference to the empirical study and to the best of my knowledge, there were no similar studies done at Tunduma Town Council (TTC). Therefore this study was done focusing the influence of transformational leadership on employees' performance in local government with reference to Tunduma Town Council. For that case the study added the body of knowledge and fills the existing research gap.

2.6 Conceptual Framework

Conceptual framework of this study was developed from transformational leadership theory. It shows how independent variable (idealised influence, inspirational motivation, intellectual stimulation and individualised consideration influences dependent variable (employees' performance). Therefore when leaders develop trust to followers, show the behaviour of self -sacrifice for organizational interest, encourage teamwork, encourage effective two way communication, encourage creativity and innovation on handling critical issues, work as a mentors, as coaches and value individual to their followers needs lead high performance as employees

increase productivity, ensures organizational growth and enable employees get satisfied with their job. Conceptual framework is illustrated in figure 2.1 as follows;

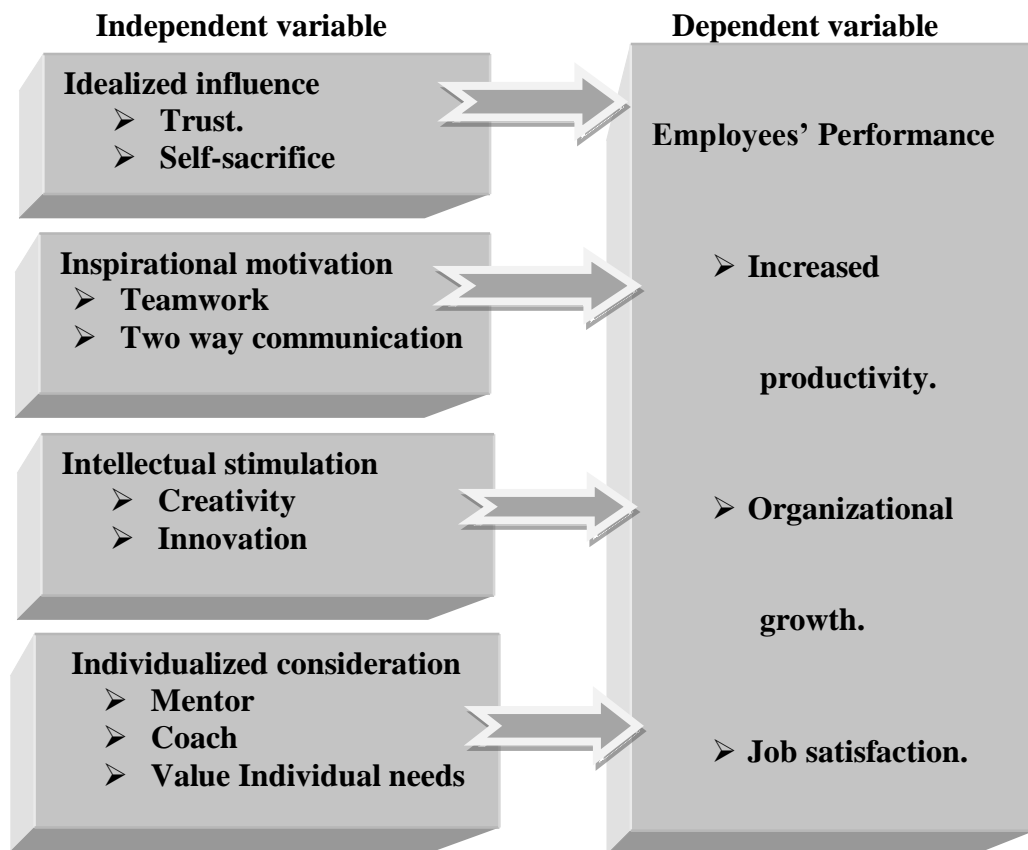


Figure 2.1: Conceptual Framework

2.7 Summary

The chapter has provided a literature review, whereby key concepts of this study have been defined. The influence of transformational leadership basing on its four dimensions namely, Idealized influence, Inspirational Motivation, Intellectual stimulation and idealized consideration on employees' performance were also articulated. Likewise empirical study as well as the research gap were dealt with. Moreover, in the chapter conceptual framework was developed. The next chapter is about research methodology of the study.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Overview

This chapter comprises the research methodology being used in this research. It covers the research design used, the number of population involved during the study and the area or location of the research. Moreover the chapter covers sampling design and procedures used, reliability and validity of the research, methods in data collection, data processing and data analysis and reasons for using such methods. Indeed the chapter shows the ethical consideration and results of the study.

3.2 Research Design

This study used the survey research design. Research design refers to strategy which identifies type of data suitable for the study, the kind of approach to be used during the study for data collection and analysis as well as the time and estimated budget for completion of the study (Kothari, 2004). According to Magigi (2015), Survey research design focuses on acquiring opinions and trends from the respondents. The research design was used since this study intended to gather complete and accurate information on the influence of transformational leadership on employees' performance from the respondent of different departments and Unit(s) being under the leadership of Tunduma Town Council (TTC) director.

Therefore through survey research design, large amount of information from the selected sample of the population was collected and generated representative facts on the relationship between transformational leadership and employees' performance. In survey research design, data are collected and analysed quantitatively Magigi

(2015). Therefore this study used the gathered data for this study were analysed quantitatively research paradigm. Similarly the study used deductive reasoning as provided by Magigi (2015) presented that, survey research design is related to deductive reasoning which is a top down process focusing on theory testing, result observation and result confirmation. This study was guided by positivism philosophy. According to Burns (2008), quantitative research methods are related to positivism philosophy which is based on theory testing by using structured questionnaires in data collection as it involves a deductive process in generating the truthfulness of the theory. Therefore, since the study intended to test the existing transformational leadership theory.

3.2.1 Survey Population

The survey/study population was 832 full time (permanent and pensionable) management and non-management employees from the thirteen (13) departments and four (4) Units of Tunduma Town Council from which the sample was selected. Survey or study population refers to the collection of elements in which the sample of the study is derived from Ndirangu, (2018). The study population was initially collected from the DHR's office.

Respondents involved in the study were in one hand, heads of departments and heads of units who together form the management team in the organization and other staffs (non-management employees) on the other hand from all departments, units of the TTC. The targeted population was selected because respondents are working in the organization, they are aware of the organization and the type of leadership practiced in the council.

3.2.2 Area of the Study

The study was conducted at Tunduma town council (urban council) located at Momba District in Songwe Region. The office of the council is found at Chapwa division 300 meters north, from the main road popularly known as Mbeya-Sumbawanga-Zambia main road. Reasons for choosing the area of study was the experiencing performance of the council, easy in access of data or information, easy and early completion of the study due to favourable geographical location. Indeed was to test the theory in the organization as no similar study were conducted before.

3.3 Sampling Design and Procedures

3.3.1 Sample Size Determination

The term sample size is defined by Ndirangu (2018), to mean a small part drawn from the entire population. Sampling technique according to Ndirangu (2018), which ranges between 20%-75% selection of total population selected gives an adequate representation of a study to be conducted. The formula for sample size was borrowed with no changes from the table for determining sample size for a finite developed by Krejcie and Morgan (1970) as seen in Table 3.1.

In Table 3.1; they provided that, the population of the study that ranges between 800 and 849 the sample size becomes 260. Therefore for this study, the study population was 832 full time (permanent and pensionable) employees of the Tunduma Town Council. For that case sample of this study became 260. Therefore with the help of Krejcie and Morgan (1970), the percentage of the sample size of this study was equal to 31.3% of the total population of the organization collected from the THRO.

Table 3.1: Table for Determining Sample Size for a Finite

<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	100000	384

Note.—*N* is population size. *S* is sample size.

Source: Krejcie & Morgan, 1970

TUNDUMA TOWN COUNCIL ESTABLISHMENT AS PER AUGUST 2018					SAMPLE SIZE
NO	DEPARTMENT	Number of Existing Staff	Number of Required Staff	Variation (+/-)	
1	Administration and Human Resources Dept	27	110	-83	83
2	Finance Trade Dept	10	17	-7	7
3	Planning, Statistics and Monitoring Dept	04	4	0	4
4	Primary Education Dept	470	635	-165	165
5	Secondary Education Dept	151	223	-72	72
6	Livestock and Fisheries Dept	07	10	-3	3
7	Agriculture, Irrigation and Cooperative Dept	26	44	-18	18
8	Community Development, Gender, Children and Women Affairs Dept	07	19	-12	12
9	Works Dept	03	09	-6	6
10	Water and Sanitation Dept	07	12	-5	5
11	Health Dept	92	147	-55	55
12	Environment and Solid waste Management Dept	5	10	-5	5
13	Town Planning, Land and Natural Resources Dept	10	27	-17	17
14	Legal Unit	02	04	-2	2
15	Procurement Unit	07	07	0	7
16	Information and Communication Technology (ICT Unit)	02	02	0	2
17	Internal Audit Unit	02	03	-1	1
TOTAL		832	1283	-451	451

Source HR Department Tunduma Town Council

CHM TTH/20
30/08/2018

Kay: MKURUGENZI
HALMASHAURI YA MJI
30 AUG 2018
S. L. P. 73, TUNDUMA

FORMULAE OF THE MIN. SAMPLE IN EACH DEPT/UNIT

$$= \frac{\text{TOTAL IN PLACE}}{\text{TOTAL POPULATION}} \times \text{TOTAL SAMPLE}$$

Figure 3.1: Total Populations and Sample Size of the Study

Source:-Department of Human Resource-TTC, (2018)

3.3.2 Sample Procedure

This study used mixed sampling procedure namely simple random sampling and purposive sampling. According to Magigi (2015), Simple random sampling is a technique whereby all elements in the study have equal chance to be selected and it is mostly used where respondents have enough information on what is being studied. For this study all respondents were working in the organization and they were aware of leadership style being used. Therefore simple random sampling in this study was used to non-management respondents from their respective departments and units for the purpose of assessing their opinion on the influence of transformational leadership in the organization.

According to Ndirangu (2018), purposive sampling refers to process of selecting items for the specific purpose and not randomly. Therefore purposive sampling was used to management respondents who form the Council Management Team (CMT) of TTC and are the ones who determine on how to run the council and manage their followers. They were purposely selected so as provide their opinion as leaders on how they influence employees' performance in the council.

3.4 Reliability and Validity of the Study

Reliability means the extent to which results generated during the measurement procedure are accurate, precise and consistent; Kothari (2004). Therefore it is the state of being reliable or dependable. It is claimed that, errors in reliability tend to occur when respondents fail to understand what they are being asked about; Mwombeki (2017). Therefore to avoid errors, pilot study was done on the influence of transformational leadership on employees' performance, whereby questionnaires

were administered before the comprehensive study. Cronbach's Alpha was used to test the reliability of the findings for both management and non-management using similar variables of the study. Results from pilot study enable the researcher to determine the level of understanding on what is being asked in questionnaires. The test was based on the fact provided by Goforth (2015) that, Alpha value is acceptable when above 0.7 and rejected when below 0.5. Table 3.2 and 3.3 show hereunder shows the results.

Table 3.3: Cronbach's Alpha Results for Management

Study Variables	Cronbach's Alpha	Number of Items/Variables.
Idealised Influence	0.759	9
Inspirational Motivation	0.720	9
Intellectual Stimulation	0.764	9
Individualised Consideration	0.849	9
Employees' Performance	0.735	7

Source: research data, 2019

Table 3.4: Cronbach's Alpha Results for Non-Management

Study Variables	Cronbach's Alpha	Number of Items/Variables.
Idealised Influence	0.827	9
Inspirational Motivation	0.746	9
Intellectual Stimulation	0.739	9
Individualised Consideration	0.700	9
Employees' Performance	0.704	7

Source: research data, 2019

Validity on the other hand refers to the extent to which results generated during the measurement procedure reflect the result in the studied or measured elements; Kothari (2004). Therefore it is the state of being in a valid manner. In testing the validity, findings of the research should reflect the reality as well as should be able to generalize the group Mwombeki (2017). For that case to ensure validity, results were generated from both management and non-management respondents involved

in the study. All respondents were full time, permanent and pensionable employees of the council.

3.5 Methods of Data Collection

Data collection methods are defined by Ndirangu, (2018) as the process whereby data are collected after the identification of the required information. The sources of data for this study were primary and secondary data. Kothari (2004) defines primary data as data which are collected for the first time from the field; While secondary data as data that were collected by others and kept in documents or reports. In this study, data (primary data) were collected from the selected sample size after requesting them to fill self-administered questionnaires and return them after some few days. Tunduma Town Council (TTC) profile was generated from secondary data. The collected data were coded and then be analysed by using SPSS (Statistical package for Social Sciences) version 16.

3.6 Data Processing and Analysis

Magigi (2015:182) defines data analysis as “a process which raw data is ordered and organized so that useful information can be extracted from it”. For this study data collected through questionnaires were analysed by using descriptive measures whereby mean and standard deviation were used to determine the influence of transformational leadership on employees’ performance at TTC. Variables were tested by using correlation and regression technique. Multiple linear regression were used to interpret the result of the analysis. The multiple regression equation is presented as follows; $Y = \beta_0 + B_1X_1 + B_2X_2 + B_3X_3 + B_4 X_4 + e$.

Whereas; Y = Employees' Performance.

B_0 = Constant.

X_1 = Idealized Influence.

X_2 = Inspirational Motivation.

X_3 = Intellectual Stimulation.

X_4 = Individualized Consideration.

E = Error term.

3.7 Ethical Consideration

This study was ethically considerate as initially the researcher sought permission from the director of Tunduma Town Council through official meeting in his office asking to conduct this study in his council. After the permission being granted, the researcher also asked through writing for voluntary participation of respondents in the study. Therefore permission from the director and all other respondents enabled them freely and willingly respond to the questions being asked. Likewise privacy was observed and confidentiality of their answers in the questionnaires were observed as every respondent was given and completed the questionnaire independently though prior general face to face instructions were given in groups during the process of distributing questionnaires on how to fill and where to return them. Respondents were also told not to write their names in the questionnaire and information provided will be used for study purpose only.

3.8 Results of the Research

The study findings justified that transformational leadership has strong positive influence on employees' performance in the Tunduma Town Council.

3.9 Summary

The chapter was about the research methodology used during the study. It contained the research design used, survey population and the research area. Sampling design and procedures, reliability and validity, methods of data collection, data processing and analysis were dealt with. Finally the results of the research were stated. The next chapter focuses on results and discussion of the findings collected from the field.

CHAPTER FOUR

RESULTS AND DISCUSSION

4.1 An Overview

This chapter focuses on the analysis, presentation and discussion of the findings collected from the field. It is guided by the information collected through questionnaires and it is categorized into two main aspects. Aspect one describes the sample of the study and its characteristics and the second one provides the findings on the basis of research objectives.

4.2 Description of Sample of the Study and its Characteristics

The population of the study was collected from the department of human resources of Tunduma Town Council. The sample of the study was derived from. Personal information were collected and analysed from the respondents who were divided into two categories, one being the management of Tunduma Town Council and the non-management employees in the Tunduma Town Council. Reasons for dividing respondents into two categories was to examine the perceptions of management and non-management respondents separately on the influence of transformational leadership on employees' performance in the organization.

Management respondents were purposely selected from all departments and units of the Tunduma Town Council as they are the leaders of the organization so as to assess themselves on how they lead and influence their followers. Non-management respondents were randomly selected from the departments and units of the Tunduma Town Council since they are followers of the leaders in the organization to assess on how they are being lead. Sample of the study was 260 respondents, whereas 17

(6.5%) respondents were heads of the departments and Units and 243 (93.4%) were non-management employees in the Tunduma Town Council. Therefore questionnaires were distributed to all respondents. However, 237 (91%) questionnaires were returned and used for analysis after data cleaning.

According to Datche (2015), the rate of response provides that, if the response rate is above 70% is termed as very good and is suitable for data analysis. Therefore for this study, the response rate of 91% qualify for data analysis. Variables included were gender, age, marital status, level of education, the name of the organization one is working in, name of department or unit (section) one is working under, years of experience in organization, current position in the organization and experience in the current position in the organization as clearly explained and illustrated below;



Figure 4.1 Staffs in the Human Resources Department on their assigned Duties
Source: Researcher, (2018)

4.2.1 Distribution of Study Variables

Variables of the study used during the analysis for management and non-management respondents were gender, age, marital status, level of education, the

name of the organization one is working in, name of department or Unit (section) one is working under, years of experience in organization, current position in the organization and experience in the current position in the organization Management respondents on the said variables are explained and illustrated in table 4.1 to 4.2. Starting with gender distribution, as shown in table 4.1, it was realized that majority of them were male 14 (82.4%) while female were 3 (17.6%). Therefore, this implies that organizational decisions are mostly made by men than women of which eventually may be in favour of men than women and may also affect leadership style for women. On age distribution, majority of management respondents were aged 36-40 (35.3%) This implies that leaders in the organization are matured enough to make rational decisions on how to lead and influence their followers.

For the case of marital status, all the 17 (100%) management respondents involved in the study were married. This indicates that, leaders of the organization can handle the responsibilities of leadership and manage their followers. Likewise in examining their levels of education majority of management respondents were degree holders 8 (47.1%) and postgraduate holders 8 (47.1%). So this help them to know different ways of influencing employees' performance. Similarly all management respondents involved in the study were permanent and pensionable employees of the Tunduma Town Council. Moreover as shown in table 4.2, management respondents were from and leading various departments and Units. Therefore they were aware of their organization and the information they provided for this study was reliable.

Majority of the management respondents 8 (47.1%) had served in Tunduma Town Council between 1-5 years, currently holding various posts whereby 9 (52.9%) were

heads of departments; 4 (23.5%) were heads of Units, and 4 (23.5%) respondents were acting head of departments. Therefore by virtue of their position in the organization, all management respondents had equal mandate to exercise their leadership style to their followers. They had been holding such posts of leadership for a period of time, whereby majority of them 11 (64.7%) between 1-5 years. Therefore they proved to the study that, they were experienced leaders and their mode of leadership is known to their followers in the organization at large and in their respective departments or Units in particular.

Table 4.1: Variable Distribution for Management Respondents

Variable			Frequency	Percent
Gender	Valid	Male	14	82.4
		Female	3	17.6
		Total	17	100.0
Age	Valid	31-35	3	17.6
		36-40	6	35.3
		41-45	4	23.5
		46 And Above	4	23.5
		Total	17	100.0
Marital Status	Valid	Married	17	100.0
Level Of Education	Valid	Diploma	1	5.9
		Degree	8	47.1
		Postgraduate	8	47.1
		Total	17	100.0
Organization	Valid	Tunduma Town Council	17	100.0
Years Of Experience In The Organization	Valid	Less Than 1 Year	3	17.6
		1-5 Years	8	47.1
		6-10 Years	2	11.8
		More Than 10 Years	4	23.5
		Total	17	100.0
Current Position In The Organization	Valid	Head Of Department	9	52.9
		Head Of Unit	4	23.5
		Ag Head Of Department	4	23.5
		Total	17	100.0
Experience In Current Position in The Organization	Valid	Less Than 1 Year	5	29.4
		1-5 Years	11	64.7
		More Than 10 Years	1	5.9
		Total	17	100.0

Source: Field Data (2018)

Table 4.2: Variable Distribution for Management Respondents

		Frequency	Percent
Valid	Administration And Human Resources Department	1	5.9
	Finance And Trade Department	1	5.9
	Planning, Statistics And Monitoring Department	1	5.9
	Primary Education Department	1	5.9
	Secondary Education Department	1	5.9
	Livestock And Fisheries Department	1	5.9
	Agriculture, Irrigation And Cooperative Department	1	5.9
	Community Development, Gender, Children And Women Affairs Department	1	5.9
	Works Department	1	5.9
	Water And Sanitation Department	1	5.9
	Health Department	1	5.9
	Environment And Solidwaste Management Department	1	5.9
	Town Planing, Land And Natural Resources Department	1	5.9
	Legal Unit	1	5.9
	Procurement Management Unit	1	5.9
	Information And Communication Technology (Ict) Unit	1	5.9
	Internal Audit Unit	1	5.9
	Total	17	100.0

Source: Field Data (2018)

Non-management had also various characteristics as explained and illustrated in table 4.3 – 4.6 below. On gender it was discovered that the sample was representative as there were no big difference in numbers whereby male respondents were 114 (51.8%) and female were 104 (47.3%). For the case of age, majority of non-management respondents 30 (33.6%) aged between 26 and 30. This implies that non-management respondents were young and capable enough to understand, interpret and implement the decisions and directives of their leaders. On marital status, majority of non-management employee respondents 164 (74.5%) were married. This indicates that they are capable of handling challenging issues/responsibilities to improve their performance.

Indeed on level of education majority of the respondents were certificate holders 95(43.2%), followed by diploma holders 64 (29.1%) and then degree holders 52

(23.6%). This means that the organization has variety level of education that help them to perform their assigned tasks with regard to their areas of competence. Indeed enabled them to give fair assessment of leadership in the organization. See Table 4.3. All non-management respondents involved in the study were permanent and pensionable employees of the Tunduma Town Council. Therefore they were aware of their organization as well as leadership style practiced in the organization.

On years of experience in the organization, majority of non-management employees 85 (38.6%) their service in the organization ranged between 1-5 years, followed by 70 (31.8%) ranged between 6-10 years. Therefore all non-management respondents knew well their leaders, the leadership style exercised in the organization. Therefore the obtained information from them expressed the reality in the organization as they are experienced employees in the organization. On experience on their current position in the organization, majority of non-management respondents 91 (41.4%) had served in their position in the organization between 1-5 years, followed by 64 (29.1%) respondents between 6-10 years and 39 (17.7%) respondents have served for more than 10 years. This implies that they know their leaders and the leadership style exercised in the organization. See Table 4.4

Moreover, non-management respondents were from various departments and units, whereas majority were from the Primary Education Department 135 (61.4%), followed by secondary education department 41 (18.6%), then health department 25 (11.4%). The distribution shows that, non-management respondents were selected from more than one departments and units. Therefore the obtained information represents other non-management respondents in the organization. See Table 4.5.

Furthermore on their current position holding in the organization, majority of non-management respondents 118 (53.6%), were normal primary teachers in the primary education department, followed by normal secondary teachers from secondary education department, 38 (17.3%), then from health department, 24 (10.9%). However there were some non-management respondents who did not form the management team in the organization but were leaders in their tertiary level. These were Head Teachers 11 (5.0%), Ward Education Officers 6 (2.7%), Ward Executive Officers 5 (2.3%), Head of schools 1 (0.5%), Ag. Head of schools 1 (0.5%). All non-management employees regardless of their position expressed their opinion with regard to transformational leadership practiced in the organization. See Table 4.6.

Table 4.3: Variable Distribution for Non-Management Respondents

Variable			Frequency	Percent
Gender	Valid	Male	114	51.8
		Female	104	47.3
		Total	218	99.1
	Missing	99	2	0.9
		Total	220	100.0
Age	Valid	20-25	7	3.2
		26-30	74	33.6
		31-35	66	30.0
		36-40	28	12.7
		41-45	21	9.5
		46 And Above	21	9.5
		Total	217	98.6
	Missing	99	3	1.4
		Total	220	100.0
Marital Status	Valid	Single	45	20.5
		Married	164	74.5
		Divorced/Divorcee	4	1.8
		Widow/Widower	4	1.8
		Total	217	98.6
	Missing	99	3	1.4
		Total	220	100.0
Level Of Education	Valid	Certificate	95	43.2
		Diploma	64	29.1
		Degree	52	23.6
		Postgraduate	5	2.3
		Other	1	0.5
		Total	217	98.6
	Missing	99	3	1.4
		Total	220	100.0

Source: Field Data (2018)

Table 4.4: Variable Distribution for Non-Management Respondents

Variable			Frequency	Percent
Organization	Valid	Tunduma Town Council	218	100.0
	Missing	99	2	0.9
		Total	220	100.0
Years of Experience in the Organization	Valid	Less Than 1 Year	17	7.7
		1-5 Years	85	38.6
		6-10 Years	70	31.8
		More Than 10 Years	46	20.9
		Total	218	99.1
	Missing	99	2	0.9
		Total	220	100.0
Experience in Current Position in The Organization	Valid	Less Than 1 Year	23	10.5
		1-5 Years	91	41.4
		6-10 Years	64	29.1
		More Than 10 Years	39	17.7
		Total	217	98.6
	Missing	99	3	1.4
		Total	220	100.0

Source: Field Data (2018)**Table 4.5 Variable Distribution for Non-Management Respondents
(Department/Unit)**

		Frequency	Percent
Valid	Administration And Human Resource Department	7	3.2
	Finance And Trade Department	2	0.9
	Primary Education Department	135	61.4
	Secondary Education Department	41	18.6
	Livestock And Fisheries Department	1	0.5
	Agriculture, Irrigation And Cooperative Department	3	1.4
	Water And Sanitation Department	1	0.5
	Health Department	25	11.4
	Environment And Solid Waste Management Department	1	0.5
	Town Planing, Land And Natural Resources Department	2	0.9
	Total	218	99.1
Missing	99	2	0.9
Total		220	100.0

Source: Field Data (2018)

Table 4.6: Variable Distribution for Non-Management (Current Position in the Organization)

		Frequency	Percent
Valid	Administrative Officer	1	0.5
	Ward Executive Officer	5	2.3
	Ward Education Officer	6	2.7
	Ward Agricultural Officer	1	0.5
	Normal Employee In Finance And Trade	2	0.9
	Normal Employee In Livestock And Fisheries	1	0.5
	Normal Employee In Town Planning, Land And Natural Resources	2	0.9
	Normal Employee In Agriculture, Irrigation And Cooperative	2	0.9
	Normal Employee In Environment And Solid Waste Management	1	0.5
	Head Of School	1	0.5
	Ag. Head Of School	1	0.5
	Head Teacher	11	5.0
	Medical Officer Incharge	1	0.5
	Health Care Employee	24	10.9
	Normal Teacher Secondary	38	17.3
	Normal Teacher Primary	118	53.6
	Normal Employee Water And Sanitation	1	0.5
	Normal Employee In Administration And Human Resource	1	0.5
	Statistics Logistics Officer (Slo) Secondary	1	0.5
	Total	218	99.1
Missing	99	2	0.9
Total		220	100.0

Source: Field Data (2018).

4.3 Variables of the Study

This study had two variables namely, independent and dependent variable. The independent variables included idealized influence, inspirational motivation, intellectual stimulation and individualized consideration whereas the dependent variable was employees' performance. The analysis of the two variables of the study was done to the management respondents and non- management respondents. The management respondents were purposively involved in the study so as to examine

their perception on how they practice or exercise the independent variables in the organization. Non-management respondents were involved in the study so as to examine their opinion the extent to which their leaders display the independent variables characteristics in the organization.

Descriptive analysis was done to examine the extent to which the independent variables are displayed and practiced in the organization hence influence employees' performance. Mean and standard deviation were used to examine the displayed and practiced leadership features in the organization. Datche (2015) explained the role of the mean and standard deviation in descriptive analysis by showing that; Mean is mostly preferred as it describes precisely the average value of the items being analysed by showing all the information for each item than median which only shows the score position of the item being analysed. Likewise standard deviation is used as it helps to show the positive or negative value variation from the mean. However since descriptive analysis is not satisfactory to explain the relationship of the two variables of this study and the extent to which independent variable influence dependent variable, correlation and finally regression analysis were also used.

4.3.1 Analysis of Idealized Influence

In examining this variable of the study, descriptive analysis were used to assess the opinion of the respondents both management and non- management separately. The scale used in the statements was 1-Strongly Agree, 2-Agree, 3-Neutral, 4-Disagree and 5-Strongly Disagree. Therefore for this study, the scale used implied that, the lower the number, the higher the value of the scale.

Generally the results of all respondents (management and non-management) had shown that idealized influence is highly practiced in the organization and enable to influence employees' performance. The result from the management respondents shows the overall mean of 1.38 and standard deviation of 0.292. Likewise the results from the non-management shows the overall mean of 2.06 and standard deviation of 0.540. Ganzel (2015), provides that if the standard deviation is close or less than 1, then the deviation is acceptable. See Table 4:7 and 4:8

Table 4.7: Descriptive Statistics of Idealized Influence for Management

Idealized Influence Attributes	N	Mean	S/D
Goals are set to define what employees need to achieve in the organization.	17	1.29	0.470
Employees are encouraged to focus on attaining organizational goals.	17	1.24	0.437
Equality on utilizing the available resources is ensured to employees.	16	1.50	0.516
Self -sacrifice is practiced to ensure attainment of organization goals	16	1.38	0.500
Teamwork spirit is frequently encouraged to employees in attain organizational goals	17	1.12	0.332
High level of integrity shown is learned and practiced by the employees in ensuring organizational goals attainment.	17	1.47	0.514
Desirable behaviour shown by leaders influences employees in the organization to trust and respect them and implement their directives.	17	1.41	0.507
Two way communication is encouraged and practiced in the in the organization	17	1.53	0.514
Common understanding on mission and vision of the organization is insisted and exercised in the organization.	17	1.47	0.514
Idealized Influence (Overall).	17	1.38	0.292

Source: Field Data (2018).

The results from Table 4.7 representing the management respondents shows that, the score for all attributes of idealized influence are higher enough to justify the extent idealized influence is practiced in the organization as follows, Goals are set to

define what employees need to achieve in the organization with the mean of 1.29 and standard deviation of 0.470; Employees are encouraged to focus on attaining organizational goals with the mean of 1.24 and standard deviation of 0.437; Equality on utilizing the available resources is ensured to employees with the mean of 1.50 and standard deviation of 0.516; Self -sacrifice is practiced to ensure attainment of organization goals with mean of 1.38 and standard deviation of 0.500;

Teamwork spirit is frequently encouraged to employees in attain organizational goals with the mean of 1.12 and standard deviation of 0.332; High level of integrity shown is learned and practiced by the employees in ensuring organizational goals attainment with mean of 1.47 and standard deviation of 0.514; Desirable behaviour shown by leaders influences employees in the organization to trust and respect them and implement their directives with mean of 1.41 and standard deviation of 0.507; Two way communication is encouraged and practiced in the in the organization with mean of 1.53 and standard deviation of 0.514 and Common understanding on mission and vision of the organization is insisted and exercised in the organization with the mean of 1.47 and standard deviation of 0.514.

The management respondent's opinion on the idealized influence in the organization had the overall mean of 1.38 and standard deviation of 0.292. This implies that, with regard to research question one which sought to know the extent to which idealized influence influences employees' performance, the management respondents, had the high value of overall mean and the deviation was less than 1. Therefore the management respondents agree that to the great extent they practice idealized influence in the organization hence influences employee performance.

The results above reflect what was discovered by Nyakobi et al (2017) on their study on effect of Idealized Influence and Inspirational Motivation of the CEO on performance in the Private Sector in Kenya. Similar results were found by Aunga and Masare (2017) on their study on effect of leadership styles on teacher's performance in Primary Schools of Arusha District in Tanzania and the results from the study of Anyango (2015) conducted in Kenya on the effect of leadership style on employees' performance at BOA Kenya Limited. They all revealed the influence of idealize influence on employees' performance.

Table 4.8: Descriptive Statistics of Idealized Influence for Non-Management

Idealized Influence Attributes	N	Mean	S/D
Leaders in the organization set goals to define what employees need to achieve.	219	1.95	0.752
Leaders in the organization work hard to achieve organizational goals	218	1.90	0.718
Leaders in the organization provide equal opportunity to employees to utilize the available resources efficiently.	218	2.24	0.875
Leaders in the organization take risks to attain organization goals.	212	2.15	0.839
Leaders in the organization encourages team work spirit to attain organizational goals.	216	1.87	0.773
Leaders in the organization demonstrate high level of integrity for the betterment of the organization.	216	2.10	0.881
Leaders in the organization work as a role models by showing a desirable behaviour to employees towards attaining organizational goals.	217	2.18	0.956
Leaders in the organization encourage constant communication between leaders and employees.	218	2.09	0.843
Leaders in the organization encourage employees to develop a shared common vision in attainment of organizational goals.	218	2.09	0.832
Idealized Influence (Overall).	219	2.06	0.540

Source: Field Data (2018).

The results from Table 4.8 representing the non-management respondents shows that, the score for all attributes of idealized influence are higher enough to justify the

extent idealized influence is practiced in the organization as follows, Leaders in the organization set goals to define what employees need to achieve with the mean of 1.95 and standard deviation of 0.752; Leaders in the organization work hard to achieve organizational goals with the mean of 1.90 and standard deviation of 0.718; Leaders in the organization provide equal opportunity to employees to utilize the available resources efficiently with the mean of 2.24 and standard deviation of 0.875;

Leaders in the organization take risks to attain organization goals with the mean of 2.15 and standard deviation of 0.839; Leaders in the organization encourages team work spirit to attain organizational goals with the mean of 1.87 and standard deviation of 0.773; Leaders in the organization demonstrate high level of integrity for the betterment of the organization with the mean of 2.10 and standard deviation of 0.881; Leaders in the organization work as a role models by showing a desirable behaviour to employees towards attaining organizational goals with the mean of 2.18 and standard deviation of 0.956; Leaders in the organization encourage constant communication between leaders and employees with the mean of 2.09 and standard deviation of 0.843 and Leaders in the organization encourage employees to develop a shared common vision in attainment of organizational goals with the mean of 2.09 and standard deviation of 0.832.

The non-management respondent's opinion on the idealized influence in the organization had the overall mean of 2.06 and standard deviation of 0.540. This implies that, with regard to research question one which sought to know the extent to which idealized influence influences employees' performance, the non-management

respondents, had the high value of overall mean and the deviation was less than 1. Therefore the non-management respondents agree that to the great extent idealized influence is practiced by their leaders in the organization hence influences employee performance.

The results matches with the study done by Datche (2015), in the corporations in Kenya, who came out with the results that leaders are demonstrating idealized influence in the corporations. Ndirangu (2018) also on her study on the influence of transformational leadership on employee performance in the local non-governmental organizations in Kenya, shown how leaders practice idealized influence in the organizations. Likewise Huang et al (2009), on their study in 500 fortune companies in Hong Kong focusing Does participative leadership enhance work performance by inducing empowerment or trust? The differential effects on managerial and non-managerial subordinates, revealed that employees exert trust on their leaders (as to this study they view leaders as their role model) hence be influenced to improve their performance in the organization.

4.3.2 Analysis of Inspirational Motivation

This variable was also examined by using descriptive analysis whereby the opinion of the respondents (management and non- management) were assessed. Similar scales of 1-strongly agree, 2-agree, 3-nutral, 4-disagree and 5-strongly disagree were used in the statements. Therefore for this study, the scale used implied that, the lower the number, the higher the value of the scale. Generally the results of all respondents (management and non-management) shown that, inspirational motivation is highly practiced in the organization and enable to influence employees' performance. The

results from the management respondents shown the overall mean of 1.68 and standard deviation of 0.430. Likewise the results from the non-management shown the overall mean of 1.80 and standard deviation of 0.315. Ganzel (2015) provides that if the standard deviation is close or less than 1, then the deviation is acceptable (See Table 4.9 and 4.10).

Table 4.9: Descriptive Statistics of Inspirational Motivation for Management

Inspirational Motivation Attributes	N	Mean	S/D
Intrinsic motivation is frequently encouraged and practiced to employees in the organization than extrinsic motivation.	16	2.12	1.025
Employees are inspired with shared mission and vision of the organization provided to them.	16	1.88	0.619
Employees are encouraged to regard themselves as part and parcel of the organization and success of the organization depends on their performance	16	1.56	0.727
Employees in the organization are encouraged to exert more effort and perform more than what they are assigned.	16	1.56	0.727
Team cohesion towards attaining organizational goals is encouraged.	15	1.27	0.458
Employees are encouraged to study the situation and change accordingly in ensuring effective organizational goals attainment.	16	1.50	0.516
High standards of performance are set and tasks assigned to employees to stimulate them think beyond the box and performance more to meet them.	16	1.81	0.655
Employees in the organization are performing their duties on the basis of the organizational set goals.	16	1.56	0.629
There is free interaction between employees and their leaders in the organization.	16	1.81	0.911
Inspirational motivation (Overall).	16	1.68	0.430

Source: Field Data (2018).

The results from Table 4.9 representing the management respondents shows that, the score for all attributes of inspirational motivation are higher enough to justify the extent inspirational motivation is practiced in the organization as follows, intrinsic

motivation is frequently encouraged and practiced to employees in the organization than extrinsic motivation with the mean of 2.12 and standard deviation of 1.025; Employees are inspired with shared mission and vision of the organization provided to them with the mean of 1.88 and standard deviation of 0.619; Employees are encouraged to regard themselves as part and parcel of the organization and success of the organization depends on their performance with the mean of 1.56 and standard deviation of 0.727; Employees in the organization are encouraged to exert more effort and perform more than what they are assigned with the mean of 1.56 and standard deviation of 0.727;

Team cohesion towards attaining organizational goals is encouraged with the mean of 1.27 standard deviation of 0.458; Employees are encouraged to study the situation and change accordingly in ensuring effective organizational goals attainment with the mean of 1.50 and standard deviation of 0.516; High standards of performance are set and tasks assigned to employees to stimulate them think beyond the box and performance more to meet them with the mean of 1.81 and standard deviation of 0.655; Employees in the organization are performing their duties on the basis of the organizational set goals with the mean of 1.56 standard deviation of 0.629; and there is free interaction between employees and their leaders in the organization with the mean of 1.81 and standard deviation of 0.911;

The management respondent's opinion on the Inspirational Motivation in the organization had the overall mean of 1.68 and standard deviation of 0.430. This implies that, with regard to research question two, which sought to know the extent to which Inspirational Motivation influences employees' performance, the

management respondents, had the high value of overall mean and the deviation was less than 1. Therefore the management respondents agreed that to the great extent they practice Inspirational Motivation in the organization hence influences employees' performance. The results reflect what was discovered by Nyakobi et al (2017) on their study on effect of Idealized Influence and Inspirational Motivation of the CEO on performance in the Private Sector in Kenya. Also the results found by Aunga and Masare (2017) on their study on effect of leadership styles on teacher's performance in Primary Schools of Arusha District in Tanzania.

Table 4.10: Descriptive Statistics of Inspirational Motivation for Non-Management

Inspirational Motivation Attributes	N	Mean	S/D
Leaders in the organization motivate employees verbally to believe in themselves and use their abilities to achieve organizational goals.	216	1.50	0.554
Leaders in the organization inspires employees with shared mission and vision of the organization.	216	2.21	0.905
Leaders in the organization inspire employees by encouraging them to view the organization as theirs and that its success depends on them.	214	1.82	0.650
Leaders in the organization encourage employees to work more than what they are assigned or asked to do.	214	1.86	0.691
Leaders in the organization encourage team cohesion or working together towards attaining organizational goals.	215	1.73	0.622
Leaders in the organization encourage employees to be more ambitious, focused and flexible towards attainment organizational goals.	215	1.80	0.595
Leaders in the organization set high standards of performance to stimulate more performance to achieve organizational goals.	213	1.79	0.618
Leaders in the organization set goals for employees to achieve	216	1.82	0.686
Leaders in the organization involve employees in achieving desirable future.	216	1.65	0.630
Inspirational Motivation (Overall).	216	1.80	0.315

Source: Field Data (2018).

The results from Table 4.10, representing the non- management respondents shows that, the score for all attributes of inspirational motivation are higher enough to justify the extent inspirational motivation is practiced in the organization as follows, Leaders in the organization motivate employees verbally to believe in themselves and use their abilities to achieve organizational goals with the mean of 1.50 and standard deviation of 0.554; Leaders in the organization inspires employees with shared mission and vision of the organization with the mean of 2.21 and standard deviation of 0.905;

Leaders in the organization inspire employees by encouraging them to view the organization as theirs and that its success depends on them with the mean of 1.82 and standard deviation of 0.650; Leaders in the organization encourage employees to work more than what they are assigned or asked to do with the mean of 1.86 and standard deviation of 0.691; Leaders in the organization encourage team cohesion or working together towards attaining organizational goals with the mean of 1.73 and standard deviation of 0.622; Leaders in the organization encourage employees to be more ambitious, focused and flexible towards attainment organizational goals with the mean of 1.80 and standard deviation of 0.595; Leaders in the organization set high standards of performance to stimulate more performance to achieve organizational goals with the mean of 1.79 and standard deviation of 0.618;

Leaders in the organization set goals for employees to achieve with the mean of 1.82 and standard deviation of 0.686; and Leaders in the organization involve employees in achieving desirable future with the mean of 1.65 and standard deviation of 0.630.

The non-management respondent's opinion on inspirational motivation in the

organization had the overall mean of 1.80 and standard deviation of 0.315. This indicates that, with regard to research question two which sought to know the extent to which inspirational motivation influences employees' performance, the non-management respondents, had the high value of overall mean and the deviation was less than 1. Therefore the non-management respondents agree that to the great extent inspirational motivation is practiced by their leaders in the organization hence influences employees' performance.

The results are similar with those found in the study done in the state corporations in Kenya, by Datche (2015) who came out with the results that leaders are demonstrating inspirational motivation in the corporations. Likewise results revealed by Ndirangu (2018) on her study on the influence of transformational leadership on employee performance in the local non-governmental organizations in Kenya, shown leaders in the organization practicing inspirational motivation to influence employees' performance.

4.3.3 The Analysis of Intellectual Stimulation

In examining this variable of the study, descriptive analysis were used to assess the opinion of both management and non- management respondents. The scale used in the statements was 1-strongly agree, 2-agree, 3-nutral, 4-disagree and 5-strongly disagree. For this study, the scale used implies that, the lower the number, the higher the value of the scale. Generally the results of all respondents (management and non-management) shown that intellectual stimulation is highly practiced in the organization and enable to influence employees' performance. The results from the management respondents shown the overall mean of 1.30 and standard deviation of

0.260. Likewise the results from the non-management shown the overall mean of 2.11 and standard deviation of 0.468. Ganzel (2015) provides that if the standard deviation is close or less than 1, then the deviation is acceptable. See Table 4.11 and 4.12.

Table 4.11: Descriptive Statistics of Intellectual Stimulation -Management

Intellectual Stimulation Attributes	N	Mean	S/D
Employee's views, ideas and suggestion are entertained and taken into consideration in realizing organizational goals.	17	1.41	0.507
Employees are encouraged to put organizational interest first than individual interest.	17	1.12	0.332
Employees are encouraged learn from the past experience in order to improve the present and meet the organizational desirable future.	16	1.50	0.516
Employees are encouraged to be innovative and creative in performing their assigned duties in the organization.	17	1.35	0.493
Each individual needs are valued and employees are advised as well as assisted in realization their needs for the organizational benefits.	17	1.29	0.470
Employees are encouraged to be flexible when dealing with challenging issues so as to meet organizational goals.	17	1.29	0.470
Employees are allowed to come up with new way of thinking that help to solve problems likely to hinder their performance.	17	1.24	0.437
Employees are free to ask for clarification to their leaders any pending issue in the organization.	17	1.35	0.493
Organizational issues are discussed and shared between leaders and employees in the organization.	17	1.12	0.332
Intellectual Stimulation (Overall).	17	1.30	0.260

Source: Field Data (2018).

The results from Table 4.11 representing the management respondents shows that, the score for all attributes of intellectual stimulation are higher enough to justify the extent intellectual stimulation is practiced in the organization as follows, Employee's views, ideas and suggestion are entertained and taken into consideration in realizing organizational goals with the mean of 1.41 and standard deviation of 0.507;

Employees are encouraged to put organizational interest first than individual interest with the mean of 1.12 and standard deviation of 0.332; Employees are encouraged learn from the past experience in order to improve the present and meet the organizational desirable future with the mean of 1.50 and standard deviation of 0.516; Employees are encouraged to be innovative and creative in performing their assigned duties in the organization with the mean of 1.35 and standard deviation of 0.493.

On the other hand, five attributes had low score of the overall mean. These include, Each individual needs are valued and employees are advised as well as assisted in realization their needs for the organizational benefits with the mean of 1.29 and standard deviation of 0.470; Employees are encouraged to be flexible when dealing with challenging issues so as to meet organizational goals with the mean of 1.29 and standard deviation of 0.470; Employees are allowed to come up with new way of thinking that help to solve problems likely to hinder their performance with the mean of 1.24 and standard deviation of 0.437; Employees are free to ask for clarification to their leaders any pending issue in the organization with the mean of 1.35 and standard deviation of 0.493; and Organizational issues are discussed and shared between leaders and employees in the organization with the mean of 1.12 and standard deviation of 0.332.

The management respondent's opinion on intellectual stimulation in the organization had the overall mean of 1.30 and standard deviation of 0.260. This shows that, with regard to research question three which sought to know the extent to which intellectual stimulation influences employees' performance, the management

respondents, had the high value of overall mean and the deviation was less than 1. Therefore the management respondents agreed that, to the great extent they practice intellectual stimulation in the organization hence influences employees' performance. The results reflect what was discovered by Ndirangu (2018) on her study on the influence of transformational leadership on employee performance in the local non-governmental organizations in Kenya. Similar results were found by Aunga and Masare (2017) on their study on effect of leadership styles on teacher's performance in Primary Schools of Arusha District in Tanzania.

Table 4.12: Descriptive Statistics of Intellectual Stimulation Non-Management

Intellectual Stimulation Attributes	N	Mean	S/D
Leaders in the organization encourage and accommodate employee views, ideas and suggestion towards organizational goal attainment.	219	2.11	0.830
Leaders in the organization encourage employees to go beyond self interest in order to attain organizational goals.	219	2.01	0.769
Leaders in the organization help employees to learn from the past to improve the present in order to meet the desired future in the organization.	219	1.97	0.766
Leaders in the organization allow employees to demonstrate their innovation and creativity in achieving organizational goals.	216	2.01	0.795
Leaders in the organization teach and coach employees on the basis of individual needs to enable attainment of organizational goals.	218	2.21	0.859
Leaders in the organization allow new way of thinking from employees in dealing with challenging issues to ensure organizational goals attainment.	216	2.04	0.765
Leaders in the organization allow employees to use or try different ways of dealing with arising problems in the organization.	218	2.07	0.762
Leaders in the organization encourage employees to question leaders without fear on any issue not clear to them.	217	2.41	0.953
Leaders in the organization meet together with employees, discuss and develop solutions on how to deal with difficult issues in the organization.	219	2.16	0.914
Intellectual Stimulation (Overall).	219	2.11	0.468

The results from Table 4.12 representing the non-management respondents shows that, the score for all attributes of intellectual stimulation are higher enough to justify the extent intellectual stimulation is practiced in the organization as follows, Leaders in the organization encourage and accommodate employee views, ideas and suggestion towards organizational goal attainment with the mean of 2.11 and standard deviation of 0.830. On the other hand five attributes as shown hereunder have the score below the average mean. These are, Leaders in the organization encourage employees to go beyond self interest in order to attain organizational goals with the mean of 2.01 and standard deviation of 0.769;

Leaders in the organization help employees to learn from the past to improve the present in order to meet the desired future in the organization with the mean of 1.97 and standard deviation of 0.766; Leaders in the organization allow employees to demonstrate their innovation and creativity in achieving organizational goals with the mean of 2.01 and standard deviation of 0.795; Leaders in the organization teach and coach employees on the basis of individual needs to enable attainment of organizational goals with the mean of 2.21 and standard deviation of 0.859; Leaders in the organization allow new way of thinking from employees in dealing with challenging issues to ensure organizational goals attainment with the mean of 2.04 and standard deviation of 0.765;

Leaders in the organization allow employees to use or try different ways of dealing with arising problems in the organization with the mean of 2.07 and standard deviation of 0.762; Leaders in the organization encourage employees to question leaders without fear on any issue not clear to them with the mean of 2.41 and

standard deviation of 0.953; and Leaders in the organization meet together with employees, discuss and develop solutions on how to deal with difficult issues in the organization with the mean of 2.16 and standard deviation of 0.914.

The non-management respondent's opinion on intellectual stimulation in the organization had the overall mean of 2.11 and standard deviation of 0.468. This implies that, with regard to research question three which sought to know the extent to which intellectual stimulation influences employees' performance, the non-management respondents, had the high value of overall mean and the deviation was less than 1, then the non-management respondents agreed that to the great extent intellectual stimulation is practiced by their leaders in the organization hence influences employees' performance.

The results are similar with those found in the study done in the state corporations in Kenya, by Datche (2015) and came out with the results that leaders are demonstrating intellectual stimulation in the state corporations. Jung et al, (2003) on their study focusing the role of Transformational Leadership in enhancing organizational innovation, came out the results that, intellectual stimulation demonstrated by leaders to their employee enable to influence employees' performance in the organization.

4.3.4 The Analysis of Individualized Consideration

In examining this variable of the study, descriptive analysis were used to assess the opinion of the respondents both management and non- management. The scale used in the statements was 1-strongly agree, 2-agree, 3-nutral, 4-disagree and 5-strongly

disagree. Therefore for this study, the scale used implies that, the lower the number, the higher the value of the scale. Generally the results of all respondents (management and non-management) had shown that individualized consideration is highly practiced in the organization and enable to influence employees' performance. The results from the management respondents shown the overall mean of 1.60 and standard deviation of 0.418. Likewise the results from the non-management showed the overall mean of 1.84 and standard deviation of 0.347. Ganzel (2015) provided that, if the standard deviation is close or less than 1, then the deviation is acceptable. See Table 4.13 and 4.14.

Table 4.13: Descriptive Statistics of Individualized Consideration Management

Individualized Consideration Attributes	N	Mean	S/D
Employees are encouraged to develop and learn.	17	1.35	0.493
Employees' performance in the organization is recognized, valued and appreciated.	17	1.59	0.795
Employees in the organization are delegated with duties and responsibilities to enable their learning experience develop.	17	1.41	0.507
Employees and leaders meet frequently and discuss issues pertaining to employees' performance to ensure organizational development.	17	1.82	0.728
Plans and decisions in the organization are made in consideration to the needs of employee in the organization.	17	1.47	0.514
Professional and carrier development in the organization is encouraged and practiced.	17	1.47	0.514
Contributions of the employee for the organizational development are encouraged and taken into consideration.	17	1.94	0.243
Individual employee competences and capabilities in the organization are valued and motivated.	17	1.65	0.786
Mutual relationship in the organization is maintained.	17	1.71	0.772
Individualized Consideration (Overall).	17	1.60	0.418

Source: Field Data (2018)

The results from Table 4.13 representing the management respondents shows that, the score for all attributes of individualized consideration are higher enough to justify the extent individualized consideration is practiced in the organization as follows, Employees are encouraged to develop and learn with the mean of 1.35 and standard deviation of 0.493; Employees' performance in the organization is recognized, valued and appreciated with the mean of 1.59 and standard deviation of 0.795; Employees in the organization are delegated with duties and responsibilities to enable their learning experience develop with the mean of 1.41 and standard deviation of 0.507;

Employees and leaders meet frequently and discuss issues pertaining to employees' performance to ensure organizational development with the mean of 1.82 and standard deviation of 0.728; Plans and decisions in the organization are made in consideration to the needs of employee in the organization with the mean of 1.47 and standard deviation of 0.514 and Professional and carrier development in the organization is encouraged and practiced with the mean of 1.47 and standard deviation of 0.514; Contributions of the employee for the organizational development are encouraged and taken into consideration with the mean of 1.94 and standard deviation of 0.243; Individual employee competences and capabilities in the organization are valued and motivated with the mean of 1.65 and standard deviation of 0.786; Mutual relationship in the organization is maintained with the mean of 1.71 and standard deviation of 0.772.

The management respondent's opinion on individualized consideration in the organization had the overall mean of 1.60 and standard deviation of 0.418. This

implies that, with regard to research question four which sought to know the extent to which individualized consideration influences employees' performance, the non-management respondents, had the high value of overall mean and the deviation was less than 1. Therefore the management respondents agreed that, to the great extent they practice individualized consideration in the organization hence influences employees' performance. The results reflect what was discovered by Ndirangu (2018) on her study on the influence of transformational leadership on employee performance in the local non-governmental organizations in Kenya; as well as the results found by Aunga and Masare (2017), Datche (2015).

Table 4.14: Descriptive Statistics of Individualized Consideration Non-Management

Individualized Consideration Attributes	N	Mean	S/D
Leaders in the organization encourage employee development and personal growth.	217	1.76	0.723
Leaders in the organization recognize and appreciate employee performance	214	1.91	0.751
Leaders in the organization delegate duties to their employees to develop learning experience.	212	1.67	0.580
Leaders in the organization call for staff meeting to listen, advice and encourage employees on their performance towards organizational goals.	217	1.91	0.743
Leaders in the organization recognize and value employee needs when making decisions.	216	2.02	0.762
Leaders in the organization advices and encourage employees on the importance of professional development and learning	216	1.88	0.729
Leaders in the organization allow employees participation in decision making process and value their contributions.	216	1.98	0.854
Leaders in the organization value individual employee competence in performing duties.	216	1.86	0.697
Leaders in the organization manage conflicts and promote employee performance.	216	1.56	0.542
Individualized Consideration (Overall).	217	1.84	0.347

Source: Field Data (2018).

The results from Table 4.12 representing the non- management respondents shows that, the score for all attributes of individualized consideration are higher enough to justify the extent it is practiced in the organization as follows, Leaders in the organization encourage employee development and personal growth with the mean

of 1.76 and standard deviation of 0.723; Leaders in the organization recognize and appreciate employee performance with the mean of 1.91 and standard deviation of 0.751; Leaders in the organization delegate duties to their employees to develop learning experience with the mean of 1.67 and standard deviation of 0.580; Leaders in the organization call for staff meeting to listen, advice and encourage employees on their performance towards organizational goals with the mean of 1.91 and standard deviation of 0.743;

Leaders in the organization recognize and value employee needs when making decisions with the mean of 2.02 and standard deviation of 0.762; Leaders in the organization advices and encourage employees on the importance of professional development and learning with the mean of 1.88 and standard deviation of 0.729; Leaders in the organization allow employees participation in decision making process and value their contributions with the mean of 1.98 and standard deviation of 0.854; Leaders in the organization value individual employee competence in performing duties with the mean of 1.86 and standard deviation of 0.697 and Leaders in the organization manage conflicts and promote employee performance with the mean of 1.56 and standard deviation of 0.542.

The non-management respondent's opinion on individualized consideration in the organization had the overall mean of 1.84 and standard deviation of 0.347. This implies that, with regard to research question four which sought to know the extent to which individualized consideration influences employees' performance, the non-management respondents, had the high value of overall mean and the deviation was less than 1. Therefore the non-management respondents agreed that to the great

extent individualized consideration is practiced by their leaders in the organization hence influences employees' performance. The results are similar with those found in the study done in the state corporations in Kenya, by Datche (2015) and came out with the results that leaders are demonstrating individualized consideration in the state corporations. Also the study by Ndirangu (2018) on the influence of transformational leadership on employee performance in the local non-governmental organizations in Kenya revealed the same results.

4.3.5 The Analysis of Employee Performance

In examining this variable of the study, descriptive analysis were used to assess the opinion of the respondents both management and non- management. Table 4.15 and 4.16, show the number of respondents, mean and standard deviation. The scale used in the statements was 1-strongly agree, 2-agree, 3-nutral, 4-disagree and 5-strongly disagree. Therefore for this study, the scale used implies that, the lower the number, the higher the value of the scale.

Table 4.15: Descriptive Statistics of Employee Performance -Management

Employee Performance Attributes	N	Mean	S/D
All employees in the organization report at workplace in time	17	1.18	0.393
All employees in the organization sign in the attendance register as per regulation.	17	1.00	0.000
All employees in the organization complete their assigned duties on time.	17	1.35	0.493
All employees in the organization work as a team to accomplish their assigned duties.	17	1.18	0.393
All employees in the organization accomplish their assigned work more than the required standards.	17	1.65	0.493
All employees in the organization use their creativity and innovation to accomplish their assigned duties.	17	1.00	0.000
All employees in the organization perform and execute their duties as per set organizational goals.	17	1.00	0.000
Employee Performance (Overall).	17	1.19	0.189

Source: Field Data (2018)

The results from Table 4.15 representing the management respondents shows that, the score for all attributes of employee performance are higher enough to justify the extent performance of performance in the organization as follows, All employees in the organization report at workplace in time with the mean of 1.18 and standard deviation of 0.393; All employees in the organization sign in the attendance register as per regulation with the mean of 1.00 and standard deviation of 0.000; All employees in the organization complete their assigned duties on time with the mean of 1.35 and standard deviation of 0.493;

All employees in the organization work as a team to accomplish their assigned duties with the mean of 1.18 and standard deviation of 0.393; All employees in the organization accomplish their assigned work more than the required standards with the mean of 1.65 and standard deviation of 0.493; All employees in the organization use their creativity and innovation to accomplish their assigned duties with the mean of 1.00 and standard deviation of 0.000 and all employees in the organization perform and execute their duties as per set organizational goals with the mean of 1.00 and standard deviation of 0.000.

The management respondent's opinion on employee performance in the organization had the overall mean of 1.19 and standard deviation of 0.189. This proved that, employees' performance, was high in the organization and was attributed by the leaders who to great extent practice the attributes found in the transformational leadership. Hence justified the general research question which sought to examine the extent at which transformational leadership influences employees' performance in the organization.

Table 4.16: Descriptive Statistics of Employee Performance -Non Management

Employee Performance Attributes	N	Mean	S/D
All employees in the organization report at workplace in time.	220	1.79	0.628
All employees in the organization sign in the attendance register as per regulation.	220	1.50	0.616
All employees in the organization complete their assigned duties on time.	219	1.93	0.693
All employees in the organization work as a team to accomplish their assigned duties.	220	1.93	0.637
All employees in the organization accomplish their assigned work more than the required standards.	219	2.15	0.770
All employees in the organization use their creativity and innovation to accomplish their assigned duties.	220	1.80	0.554
All employees in the organization perform and execute their duties as per set organizational goals.	219	1.68	0.648
Employee Performance (Overall).	220	1.82	0.354

Source: Field Data (2018).

The results from Table 4.16 representing the non-management respondents shows that the score for all attributes of employee performance are higher enough to justify the extent of performance in the organization as follows, All employees in the organization report at workplace in time with the mean of 1.79 and standard deviation of 0.628; All employees in the organization sign in the attendance register as per regulation with the mean of 1.50 and standard deviation of 0.616; All employees in the organization complete their assigned duties on time with the mean of 1.93 and standard deviation of 0.693; All employees in the organization work as a team to accomplish their assigned duties with the mean of 1.93 and standard deviation of 0.637; All employees in the organization accomplish their assigned work more than the required standards with the mean of 2.15 and standard deviation of 0.770; All employees in the organization use their creativity and innovation to accomplish their assigned duties with the mean of 1.80 and standard deviation of 0.554; All employees in the organization perform and execute their duties as per set

organizational goals with the mean of 1.68 and standard deviation of 0.648.

The non-management respondent's opinion on employee performance in the organization had the overall mean of 1.82 and standard deviation of 0.354. This implied that, with regard to the general research question which sought to know the extent at which transformational leadership influences employees' performance in the organization, the non-management respondents, had the high value of overall mean and the deviation was less than 1. Therefore this implies that to the great extent transformational leadership was practiced by their leaders in the organization, hence influences employees' performance.

4.3.6 The Relationship between Transformational Leadership and Employees' Performance

4.3.6.1 Correlation Analysis

Datche (2015) describes correlation as a statistical measurement which determines the positivity and negativity of the two variables involved in the study. It also provided that, the significant correlation lies between +ve 1 to -ve 1. Also that when there is a zero correlation implies that the two variables in the study are not related. Likewise when the correlation is of -ve 1, shows the negative correlation of the two variables in the sense that, as one variable increases the other one decreases. Moreover when correlation is of a +ve 1, implies the precise positive correlation and that when one variable increases the other one increases too. Additionally, according to Burns (2008), correlation is to measure the extent at which the two variables are related or associated.

For both management and non-management respondents, in examining the existing relationship between transformational leadership and employees' performance, Pearson correlation statistics was used to verify the relationship that exist on the basis of the two variables namely, independent variable (Idealized Influence, Inspirational Motivation, Intellectual Stimulation and Individualized Consideration) and dependent variable (employees' performance).

Table 4.17: Correlation between Transformational Leadership and Employees' Performance – Management

		II	I. M	I. S	I. C	E. P
Idealized Influence	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	17				
Inspirational Motivation	Pearson Correlation	.794**	1			
	Sig. (2-tailed)	.000				
	N	16	16			
Intellectual Stimulation	Pearson Correlation	.753**	.837**	1		
	Sig. (2-tailed)	.000	.000			
	N	17	16	17		
Individualized Consideration	Pearson Correlation	.592*	.796**	.805**	1	
	Sig. (2-tailed)	.012	.000	.000		
	N	17	16	17	17	
Employee Performance	Pearson Correlation	.525*	.583*	.592*	.498*	1
	Sig. (2-tailed)	.031	.018	.012	.042	
	N	17	16	17	17	17
**. Correlation is significant at the 0.01 level (2 tailed).						
*. Correlation is significant at the 0.05 level (2 tailed).						

Source: Field Data (2018).

Generally Pearson Correlation results for management and non-management respondents show that there was a strong and significant correlation between Transformational leadership and employees performance at Tunduma Town Council. Therefore for this study, correlation analysis was very important. However, since correlation does not determine the extent of influence of the two variables which is the central aim of this study; then such influence can be predicted by regression

analysis which will be shown. Correlation analysis is carried out through Table 4.17 and Table 4.18.

From the descriptive analysis point of view, results of the management respondents have shown that, the overall Idealized Influence is ($M = 1.38$; $SD = 0.292$); the overall employee performance ($M = 1.19$; $SD = 0.189$). Then the results of the Pearson Correlation from table 4:12 above shows that $r = .525^*$, $p = .031$. Therefore the results, shows that, p value is less than the 0.05 which is the end mark of significance for this study. For that case the results revealed a significant and positive correlation between idealized influence and employees' performance. Furthermore, Inspirational Motivation had the overall $M = 1.68$; $SD = 0.430$. The overall of Employee Performance ($M = 1.19$; $SD = 0.189$). Then the results of the Pearson Correlation from table 4:12 above shows that $r = .583^*$, $p = .018$. From the revealed results, the p value is less than the 0.05 significant level. Therefore the results show that, there was a strong and positive correlation between inspirational motivation and employees' performance.

Likewise, Intellectual Stimulation the overall ($M = 1.30$; $SD = 0.260$). Employee Performance overall ($M = 1.19$; $SD = 0.189$). The results of the Pearson Correlation from table 4:12 above on the other hand shows that $r = .592^*$, $p = .012$. Similarly the p value is less than the 0.05 significant level. However the results demonstrate the existence of significant and positive correlation between intellectual stimulation and employees' performance. Furthermore, Individualized Consideration, the overall ($M = 1.60$; $SD 0.418$). Employee Performance the overall ($M = 1.19$; $SD = 0.189$). Then the results of the Pearson Correlation from table 4:12 above shows that $r = .498^*$, $p =$

.042. Therefore the results, shows that, p value is less than the 0.05 which is the threshold of level of significance for this analysis. The positive and significant correlation between individualized consideration and employees' performance is displayed from results.

In conclusion, from the management respondents, the Pearson Correlation results determined the existing strong and positive correlation between transformational leadership and employee's performance at Tunduma Town Council. The results are consistent with previous studies revealed the existence of strong and significant positive relationship between transformational leadership and employees' performance done by Dola (2015); Nyakobi, et al. (2017); Pradeep (2011), Wang (2011) and Jerobon et al (2016).

Table 4.18: Correlation between Transformational Leadership and Employees' Performance Non-Management

		I.I	I. M	I.S	I. C	E. P
Idealized Influence	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	219				
Inspirational Motivation	Pearson Correlation	.566**	1			
	Sig. (2-tailed)	.000				
	N	216	216			
Intellectual Stimulation	Pearson Correlation	.570**	.572**	1		
	Sig. (2-tailed)	.000	.000			
	N	219	216	219		
Individualized Consideration	Pearson Correlation	.423**	.549**	.534**	1	
	Sig. (2-tailed)	.000	.000	.000		
	N	217	214	217	217	
Employee Performance	Pearson Correlation	.173*	.143*	.155*	.152*	1
	Sig. (2-tailed)	.010	.036	.022	.025	
	N	219	216	219	217	220
**. Correlation is significant at the 0.01 level (2 tailed).						
*. Correlation is significant at the 0.05 level (2-tailed).						

Source: Field Data (2018).

The descriptive analysis of transformational leadership for non-management provided the overall score for both transformational leadership dimensions (Idealized Influence, Inspirational Motivation, Intellectual Stimulation and Individualized Consideration) and employee performance as follows; The overall score for Idealized Influence was ($M = 2.06$; $SD = 0.540$) and the overall score for employee performance ($M = 1.82$; $SD = 0.354$). From the results of the Pearson Correlation in table 4:12a above, show that $r = .173^*$; $p = .010$. Therefore the p value is less than the 0.05 which is the end mark of significance for this study. In determining the extent of relationship, the results imply that there is a significant and positive correlation between idealized influence and employees' performance.

On Inspirational Motivation, the overall score was ($M = 1.80$; $SD 0.315$) and the overall score of employee performance was ($M = 1.82$; $SD = 0.354$). The results of the Pearson Correlation as in table 4:12a above, shows that $r = .143^*$ and $p = .036$. So this means that, p value is less than the 0.05 which is the end mark of significance for this study. Therefore the results imply that, there is a significant and positive correlation between Inspirational Motivation and employees' performance. For the case of Intellectual stimulation, had the overall score ($M = 2.11$; $SD 0.468$) and the overall score of employee performance was ($M = 1.82$; $SD = 0.354$). The results of the Pearson Correlation as seen in table 4:12a above, shows that $r = .155^*$; $p = .022$. This means that, the p value is less than the 0.05 which is the end mark of significance for this study. Therefore from the results above, it revealed that, there is a positive and significant correlation between Intellectual stimulation and employees' performance.

Moreover, the overall score for Individualized Consideration was ($M = 1.84$; $SD = 0.347$) and the overall score of employee performance was ($M = 1.82$; $SD = 0.354$). From the Pearson Correlation analysis as seen in table 4:12a above, shows that $r = .152^*$; $p = .025$. The analysis results show that, p value is less than the 0.05 which is the end mark of significance for this study. Indeed the results show the significant and positive correlation that exists between Individualized Consideration and employees' performance.

To sum up, the non-management correlation analysis between transformational leadership and employees' performance, the Pearson Correlation results as shown in table 4:12a determined that, there was strong and positive correlation between transformational leadership and employee's performance at Tunduma Town Council. Such results are consistent with results found in studies done by Ndirangu (2018); Aunga and Masare (2017), Anyango (2015) and Mwombeki (2017).

4.3.6. 2 Multiple Regression Analysis

Regression is used to predict the value of dependent variable on the basis of the value of independent variable. Burns (2008) and Datche (2015). Multiple regression analysis for this study which involved management and non-management respondents was done, as the study involved two variables namely; independent variable (Idealized Influence, Inspirational Motivation, Intellectual Stimulation and Individualized Consideration) and dependent variable (employee performance). Therefore it was aimed to determine the extent at which transformational leadership influences employees' performance at Tunduma Town Council. Results of the analysis are presented in Table 4.18 and 4.19.

Table 4.19: Model Summary – For Management

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.760 ^a	.577	.423	.127
a. Predictors: (Constant), Individualized Consideration, Idealized Influence, Intellectual Stimulation, Inspirational Motivation				

Source: Field Data, 2018

Table 4.19 provides that 57.7% (R Square 0.577) of the variation in employees' performance is explained by the four dimensions of transformational leadership namely idealized influence, inspirational motivation, intellectual stimulation and individualized consideration. Therefore the named four variables were significant to employees' performance. If the model would be adjusted to the lowest sample, the result would still amount to 42.3% (Adjusted R Square 0.423). This means that, the results show independent variable would still predicted the dependent variable for 42.3%.

Table 4.20: Model Summary –For Non-Management

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.199 ^a	.040	.021	.348
a. Predictors: (Constant), Individualized Consideration, Idealized Influence, Inspirational Motivation, Intellectual Stimulation				

Source: Field Data, 2018

Table 4.20 provides that 40% (R Square 0.040) of the variation in employees' performance is explained by the four dimensions of transformational leadership namely idealized influence, inspirational motivation, intellectual stimulation and individualized consideration. Therefore the named four variables were significant to employees' performance. If the model would be adjusted to the lowest sample, the result would still amount to 21% (Adjusted R Square 0.021). The results therefore indicate that the estimation of employees' performance by using this model would be

wrong for 0.348 which in fact is small.

ANOVA is used to determine the existing linear relationship between the variables in the regression. Datche (2015). ANOVA is also referred to as a model fit results. Anyango (2015). For that case, the ANOVA analysis for this study was important. Through the use of F-value the analysis helped to determine how precisely the equation of regression fits the data of this study. Table 4.20 shows the analysis of variance (ANOVA) results for management. The results show that, there was a positive and statistical significant relationship since F- statistics is 3.753 with a significant level of 0.037. This shows that p is less than 0.05 significant level

Table 4.21: Analysis of Variance for Transformational Leadership and Employee Performance -Management

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.241	4	.060	3.753	.037 ^a
	Residual	.176	11	.016		
	Total	.417	15			
a. Predictors: (Constant), Individualized Consideration, Idealized Influence, Intellectual Stimulation, Inspirational Motivation						
b. Dependent Variable: Employee Performance						

Source: Field Data, 2018

ANOVA is used to determine the existing linear relationship between the variables in the regression Datche (2015). Sometimes ANOVA is referred to as a model fit results. Anyango (2015). For that case, the ANOVA analysis for this study was important. Table 4.21 shows the analysis of variance (ANOVA) results for non-management. Through the use of F-value the analysis helps to determine how clear the equation of regression fits the data of the study. The results show that, there is positive and statistical significant relationship since F- statistics is 2.163 with the significant level 0.037. For that case, p value was less than 0.05 significant level.

Table 4.22: Analysis of Variance for Transformational Leadership and Employee Performance Non-Management

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.050	4	.263	2.163	.074 ^a
	Residual	25.360	209	.121		
	Total	26.411	213			
a. Predictors: (Constant), Individualized Consideration, Idealized Influence, Inspirational Motivation, Intellectual Stimulation						
b. Dependent Variable: Employee Performance						

Source: Field Data, 2018

Table 4.23: Regression Coefficients – For Management

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta(β)		
1	(Constant)	.535	.171		3.128	.010
	Idealized Influence	.345	.196	.618	1.757	.007
	Inspirational Motivation	-.146	.172	-.378	-.850	.414
	Intellectual Stimulation	.148	.267	.238	.554	.005
	Individualized Consideration	.132	.144	.340	.915	.002
a. Dependent Variable: Employee Performance.						

Source: Field Data, 2018

Table 4.23 shows the regression coefficient model results. The regression coefficient analysis was made so as to determine the extent to which independent variables (idealized influence, inspirational motivation, intellectual stimulation and individualized consideration) influence the dependent variable (employees' performance). The results show that idealized influence ($B = 0.618$), P value was <0.05 , intellectual stimulation ($B = 0.238$), P value was <0.05 and individualized consideration ($B = 0.340$), P value was <0.05 are all positively related to Employees' performance and contribute significantly to the model whereas inspirational motivation ($B = -0.378$), P value was >0.05 is negatively related to employees'

performance and contribute insignificantly to the model.

The implication of regression coefficient results is that, idealized influence, intellectual stimulation and individualized stimulation are positively related to employees performance and contribute significantly to the model, whereas inspirational motivation does not.

Finally the model for management from results of Table 4.22 is hereby summarized as follows; $Y = \beta_0 + B_1X_1 + -B_2X_2 + B_3X_3 + B_4 X_4$. Whereas Y represents Employees' Performance (dependent variable), B_1 , B_2 , B_3 , and B_4 represents coefficients of idealized influence, inspirational motivation, intellectual stimulation and individualized consideration (independent variables). Therefore, Employees' Performance = $0.535 + 0.345$ Idealized Influence + $- 0.146$ Inspirational Motivation + 0.148 Intellectual Stimulation + 0.132 Individualized Consideration.

Table 4.24: Regression Coefficients – For Non-Management

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.424	.153		9.287	.000
	Idealized Influence	.044	.061	.066	.727	.000
	Inspirational Motivation	.000	.103	.000	.002	.009
	Intellectual Stimulation	.060	.071	.080	.848	.002
	Individualized Consideration	.096	.088	.094	1.091	.005
a. Dependent Variable: Employee Performance						

Source: Field Data, 2018

Table 4.24 shows the regression coefficient model results. The regression coefficient analysis was made so as to determine the extent to which independent variables (idealized influence, inspirational motivation, intellectual stimulation and individualized consideration) influence the dependent variable (employees' performance). The results show that idealized influence ($B = 0.066$), P value was <0.05 inspirational motivation ($B = 0.000$), P value was <0.05 , intellectual stimulation ($B = 0.080$) P value was <0.05 and individualized consideration ($B = 0.094$), P value was <0.05 are positively related to employees' performance and they contribute significantly to the model. The implication of regression coefficient results is that, despite idealized influence, inspirational motivation, intellectual stimulation and individualized consideration to the model, are positively related to employees performance and contribute significantly to the model.

Finally the model for non-management from results of table 4:18a above is hereby summarized as follows; $Y = \beta_0 + B_1X_1 + B_2X_2 + B_3X_3 + B_4 X_4$. Whereas Y represents Employees' Performance (dependent variable), B_1 , B_2 , B_3 , and B_4 represents coefficients of idealized influence, inspirational motivation, intellectual stimulation and individualized consideration (independent variables). Therefore, Employees' Performance = $1.424 + 0.044$ Idealized Influence + 0.000 Inspirational Motivation + 0.060 Intellectual Stimulation + 0.096 Individualized Consideration.

4.4 Summary

The chapter was about the analysis, presentation and discussion of the findings collected from the field. The analysis was based on the data collected through questionnaires from the management and non-management respondents. Data were

analysed descriptively; mean and standard deviation were used to show the distribution through figures and tables. Correlation analyses were used to show the existing relationship between dependent and independent variable. Multiple regression analysis was also used to determine the extent to which independent variables influence the dependent variable. Finally the regression equation was presented for both management and non-management.

4.5 Implication of the Study Findings

Results of the study have revealed that, transformational leadership is a suitable style to influence employees' performance in local government in Tanzania. This imply that policy makers should formulate new policies concerning leadership and governance in local government authorities that embrace transformational leadership. Also leaders in local government authorities should fully apply transformational leadership as it fosters employees' performance. Academicians and researcher should do more researching testing the applicability of the transformational leadership theory in different contexts.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 An Overview

This chapter presents the summary, conclusion and recommendations of the entire study based on the earlier stated research objectives and research questions in chapter one. The summary is drawn from the primary data collected and analysed from the total of 237 (management and non-management) respondents as shown in chapter four. As stated in chapter two, theoretical review and empirical analysis were used to show the theory guiding this study as well as the findings of alike studies in other areas around the world. Based on the summary, conclusion and recommendations in this chapter, then suggestions for further study are also given out.

5.2 Summary of the Findings

This study aimed to determine the influence of transformational leadership on employees' performance in Local Government Authorities in Tanzania with reference to Tunduma Town Council. The study was led by the earlier stated research objectives and research questions in chapter one. The study used survey research design to measure the two variables of the study namely, independent variable (Transformational leadership) and dependent variable (employees' performance).

The study used mixed sampling procedure (simple random and purposive sampling) and structured questionnaires were distributed. Simple random procedure was used to non-management aiming at assessing their opinion on how their leaders practice

transformational leadership in the organization. Purposive procedure on the other hand was used to management respondents aiming at assessing their opinion on how they exercise transformational leadership in the organization.

The study used Likert Scale measurement to seek the opinion of the respondents on the influence of transformational leadership on employee's performance. The scale ranged from 1- strongly agree to 5-strongly disagree. This implied that the lower the number the higher the opinion rating scale. For both management and non-management, data were analysed by using SPSS Version 16, whereby descriptive analysis was used to measure the central tendency. Also inferential statistics were used during the data analysis to determine the significant relationship between the two variables of the study. Similarly regression was used to determine the influence of independent variable (transformational leadership) to the dependent variable (employees' performance). A threshold to determine the significant relationship of the variables was as P value is less than 0.05 ($P < 0.05$). Reliability was test by using Cronbach's Alpha.

The main research question of this study was read as, "To what extent transformational leadership influences employees' performance in local government authorities?" In order to answer such question, the study was done under the main objective that reads as "The influence of transformational leadership on employees' performance in local government authorities in Tanzania with focus to Tunduma Town Council". The findings for both management and non-management from the TTC revealed that transformational leadership influences employee's performance.

This is the case as all of the transformational leadership dimensions used in this study namely idealized influence, inspirational motivation, intellectual stimulation and individualized consideration had shown significant influence on employees' performance. However from the management, the findings revealed that inspirational motivation influences employees' performance negatively. This implied that, the management believe that the influence of employees' performance does not depend on inspirational motivation rather on the three remaining transformational leadership dimensions. The findings here under reveal the extent of influence discovered during the study for each specific dimension transformational leadership (independent variable) on employees' performance (dependent variable).

The first research question for the first dimension of transformational leadership (independent variable) of this study was, "To what extent idealized influence influences employees' performance?" Therefore the research was done to answer such question where by the research objective developed for such question was that, "Idealized influence on influencing employees' performance". The findings for both management and non-management revealed the influence of idealized influence on employees' performance at Tunduma Town Council.

The second research question for the second dimension of transformational leadership (independent variable) of this study was, "To what extent inspirational motivation influences employees' performance?" Therefore the research was done to answer such question under the research objective developed which reads as, "Inspirational motivation on influencing employees' performance". The findings for

both management and non-management revealed the influence of inspirational motivation hence influences employees' performance at Tunduma Town Council.

The third research question for the third dimension of transformational leadership (independent variable) of this study was, "To what extent intellectual stimulation influences employees' performance?" Therefore the research was done to answer such question under the research objective developed which reads as, "Intellectual stimulation on influencing employees' performance". The findings for both management and non-management, revealed the influence of intellectual stimulation on employees' performance at Tunduma Town Council.

The fourth research question for the fourth dimension of transformational leadership (independent variable) of this study was, "To what extent individualized consideration influences employees' performance?" Therefore the research was done to answer such question under the research objective developed which reads as, "Individualized consideration on influencing employees' performance". The findings for both management and non-management revealed the influence of individualised consideration on employees' performance at Tunduma Town Council

5.3 Implications of the Study Findings

Basing on the results of the study, it have been revealed that transformational leadership in highly practiced at Tunduma Town Council, it is positively and significantly related to employees' performance and it influences employees' performance. Therefore this implies that policy makers in Tanzania shoul amend or formulate new policies concerning leadership and governance in local government

authorities accommodating transformational leadership theory. The management of LGAs should effectively put into practice transformational leadership style as it is suitable for them on influencing employees' performance. Indeed academicians and researchers should undertake many more research in different context to extend and develop transformational leadership theory.

5.4 Conclusion

Idealized influence for both management and non-management is highly practiced at TTC as for both management had overall mean =1.38 and standard deviation = 0.292 and for non-management had overall mean =2.06 and standard deviation = 0.540. It is also positively related to employees' performance. Also that it contribute significant to employees performance This is the case as a P-value was less than the threshold of the significant level (0.05) for management ($r = .525^*$, $p = .031$) and non-management ($r = .173^*$; $p = .010$).

Inspirational motivation for both management and non-management was highly practiced at TTC as for both management had overall mean =1.68 and standard deviation = 0.430) and non-management had the overall mean =1.80 and standard deviation = 0.315. Also there was a positive and significant relationship between inspirational motivation and employees' performance. This is the case as a P-value was less than the threshold of the significant level (0.05) for management ($r = .583^*$, $p = .018$) and non-management ($r = .143^*$ and $p = .036$).

Intellectual stimulation for both management and non-management was highly practiced at TTC as for both management had overall mean= 1.30 and standard

deviation = 0.260 and for non-management had overall mean = 2.11 and standard deviation = 0.468. Also there was a positive and significant relationship between intellectual stimulation and employees' performance. This is the case as a P-value was less than the threshold of the significant level (0.05) for management ($r = .592^*$, $p = .012$) and non-management ($r = .155^*$; $p = .022$).

Individualised consideration for both management and non-management was highly practiced at TTC as for both management had overall mean = 1.60 and standard deviation = 0.418 and for non-management had overall mean = 1.84 and standard deviation = 0.347. Also there was a positive and significant relationship between individualized consideration and employees' performance. This is the case as a P-value was less than the threshold of the significant level (0.05) for management ($r = .592^*$, $p = .012$) and non-management ($r = .152^*$; $p = .025$).

The non-management respondents confirmed that, their leaders use transformational leadership style to influence employee's performance. The management respondents verified on their opinion that they use transformational leadership style in their daily leadership though they do not depend on inspirational motivation to influence employees' performance.

5.5 Recommendations

Most of Local Government Authorities in Tanzania, strive to have outstanding performance. When Local Government Authorities do not perform well due to lack of effective leadership style (transformational leadership) leads to poor service delivery, poor revenue collection, poor academic performance, poor infrastructure as

well as mismanagement and misuse of funds. Therefore it is a time for the government to formulate policies that accommodate transformational leadership theory so as to enable leaders in local government authority put it into practice since employees are mostly influence by this type of leadership.

5.6 Limitations and Suggestions for Further Studies

Despite the revealed findings, the study had faced a language limitation. All questionnaires of this study were written in English which gave some difficulties for some respondents to understand them. However, since questionnaires were all distributed by the researcher, was able to interpret the questionnaires for respondents to have insight understanding, Therefore it is suggested further studies to be done using questionnaires of both English and Swahili language.

Another limitation was the sample size. The sample size of this study was drawn from the total number of employees in the Tunduma Town Council, involving the employees who made up the management team and the non-management ones from the thirteen (13) departments and four (4) Units. Therefore, this made the study more complex during the distribution and collection of questionnaires rather than it could be done to a specific department or unit. Therefore it is suggested that other studies should be done with great consideration on the sample size, departments, units as well as category of the respondents (management or non-management).

Another limitation is scope of the study. The study was done in only one Local Government Authority (Tunduma Town Council). Therefore the revealed findings may not reflect leadership style practiced in other Local Government Authorities in

Tanzania. For that case it is suggested for further studies to be done in other Local Government Authorities in Tanzania to test the validity and reliability of the findings. Another limitation was on filling and returning questionnaires. The study intended to collect information from 260 of the selected sample, but only 237 questionnaires were filled and returned. Moreover the returned questionnaires were not all filled in all parts, some respondents skipped some questions.

Generally, this study focused to examine the influence of transformational leadership on employees' performance in local government authorities in Tanzania. Tunduma Town Council was selected as case of the study. In examining the influence, the management were assessed on their own so does the non-management. The findings have revealed that both management and non-management have the opinion that transformational leadership is practiced at Tunduma Town Council.

However the management have shown that among the four dimensions of transformational leadership, the absence of inspirational motivation dimension does not affect the influence of employees' performance only if there is idealized influence, intellectual motivation and individualized consideration. The non-management on the other hand shown that, they were more influenced in their performance if their leaders effectively put into practice the transformational leadership style with its four dimensions. Therefore further studies are inevitable in local government authorities in Tanzania to verify the Operationalization of transformational leadership style.

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APPENDICES

APPENDIX I: COVERING LETTER

Dear Respondents.

RE: REQUEST TO PARTICIPATE IN RESEARCH.

I am currently a postgraduate student at The Open University of Tanzania pursuing a Master of Human Resource Management. As part of the Master degree requirement, I am required to conduct a research on my area of specialization. Therefore I am conducting a research on “The influence of Transformational Leadership on Employees’ Performance in Local Government Authorities in Tanzania: The Case of Tunduma Town Council.

I humbly ask you to accept and complete this questionnaire. The questions are based on the leadership style practiced in your organization. Once more I ask you to give the correct answer basing on what you know or what you have observed and experienced in the organization. If you are part of the management team of the organization, respond on the basis of what you do as an individual or a team. The information you provide in this questionnaire will be taken care and treated with high level of confidentiality. You are therefore required not to provide your name but you are required to provide the name of your organization and your current designation. Data collected **WILL ONLY BE USED FOR ACADEMIC PURPOSE.**

Please I kindly request you to spare your time for about 30 minutes to complete this questionnaire to assist to meet the objective of the research. In case of any question, please do not hesitate to call or SMS on **0754-973-788** or email me through majiap.pg201505238@pg.out.ac.tz

Yours Sincerely;

Paul Majia

APPENDIX II: QUESTIONNAIRES

General questions for employees at Tunduma Town Council

INSRUCTIONS:-

1. Kindly fill this questionnaire appropriately.
2. Indicate the right answer by a TICK (✓) in the brackets unless specified. Tick in the bracket just once in the right answer. Where the space is provided write the correct answer.
3. Use a pen to fill this questionnaire.

Section A: PERSONAL INFORMATION

1. Gender **(Please TICK the appropriate answer).**
 - i. Male () ii. Female ()
2. Age. **(Please TICK the appropriate answer).**
 - i. 20 – 25 () ii. 26 – 30 () iii. 31 – 35 ().
 - iv. 36 – 40 () v. 41 – 45 () vi. 46 and Above ().
3. Marital Status. **(Please TICK the appropriate answer).**
 - i. Single () ii. Married () iii. Divorced/Divorcee. ()
 - iv. Widow/Widower ().
4. What is your current level of education? **(Please TICK the appropriate answer).**
 - i. Certificate () ii. Diploma () iii. Degree ().
 - iv. Postgraduate () v. Other ()

(Specify).....

5. What is the name of the organization you are working for? **(Please WRITE the right answer).**

.....

6. What is the name of the department / section you are working under in the organization? **(Please WRITE the right answer).**

.....

7. How many years have you been working in the organization? **(Please TICK the appropriate answer).**

i. Less than 1 year. () ii. 1 – 5 years () iii. 6 – 10 years ()

Iv. More than 10 years ().

8. What is your current position in the organization? **(Please WRITE the right answer).**

.....

9. For how long have you been holding your current position in the organization? **(Please TICK the appropriate answer).**

i. Less than 1 year. () ii. 1 – 5 years () iii. 6 – 10 years ()

iv. More than 10 years ().

Section B: IDEALIZED INFLUENCE AND EMPLOYEES' PERFORMANCE.

10. Kindly choose and use appropriately any of the scale of 1 = “**Strongly agree**”; 2 = “**Agree**”; 3 = “**Neutral**”; 4 = “**Disagree**”; 5 = “**Strongly**

disagree” to give your opinion about the practice of idealized influence in your organization by putting a **tick (√)** in the table below to the number that that describe your opinion. (*Idealized influence refers to a leader who focus on desirable future in a collective vision, shows how it can be attained and he or she acts as an example of self -sacrifice for the benefit of the organization).*

Features of Idealized influence practiced in your organization.	1	2	3	4	5
Leaders in the organization set goals to define what employees need to achieve.					
Leaders in the organization work hard to achieve organizational goals					
Leaders in the organization provide equal opportunity to employees to utilize the available resources efficiently.					
Leaders in the organization take risks to attain organization goals.					
Leaders in the organization encourages team work spirit to attain organizational goals.					
Leaders in the organization demonstrate high level of integrity for the betterment of the organization.					
Leaders in the organization work as a role models by showing a desirable behaviour to employees towards attaining organizational goals.					
Leaders in the organization encourage constant communication between leaders and employees.					
Leaders in the organization encourage employees to develop a shared common vision in attainment of organizational goals.					

SOURCE: borrowed from Ndirangu, J. (2018) with minor changes.

Section C: INSPIRATIONAL MOTIVATION AND EMPLOYEES’

PERFORMANCE.

11. Kindly choose and use appropriately any of the scale of 1 = **“Strongly agree”**; 2 = **“Agree”**; 3 = **“Neutral”**; 4 = **“Disagree”**; 5 = **“Strongly**

disagree” to give your opinion about the practice of Inspirational motivation in your organization by putting a **tick (√)** in the table below to the number that that describe your opinion.

(Inspirational motivation refers to a leader who is devoted to achieve organizational goals and he or she sets high standard of expectations and inspires his followers through effective communication on how to achieve them).

Features of Inspirational Motivation practiced in your organization	1	2	3	4	5
Leaders in the organization motivate employees verbally to believe in themselves and use their abilities to achieve organizational goals.					
Leaders in the organization inspires employees with shared mission and vision of the organization.					
Leaders in the organization inspire employees by encouraging them to view the organization as theirs and that its success depends on them.					
Leaders in the organization encourage employees to work more than what they are assigned or asked to do.					
Leaders in the organization encourage team cohesion or working together towards attaining organizational goals.					
Leaders in the organization encourage employees to be more ambitious, focused and flexible towards attainment organizational goals.					
Leaders in the organization set high standards of performance to stimulate more performance to achieve organizational goals.					
Leaders in the organization set goals for employees to achieve					
Leaders in the organization involve employees in achieving desirable future.					

SOURCE: borrowed from Ndirangu, J. (2018) with minor changes.

Section D: INTELLECTUAL STIMULATION AND EMPLOYEES’

PERFORMANCE.

12. Kindly choose and use appropriately any of the scale of 1 = **“Strongly**

agree”; 2 = “Agree”; 3 = “Neutral”; 4 = “Disagree”; 5 = “Strongly disagree” to give your opinion about the practice of Intellectual stimulation in your organization by putting a **tick (✓)** in the table below to the number that that describe your opinion. (*Intellectual stimulation refers to a leader who encourages his or her followers to express their views and ideas that stimulates creativity and innovation for the betterment of the organization*).

Features of Intellectual stimulation practiced in your organization	1	2	3	4	5
Leaders in the organization encourage and accommodate employee views, ideas and suggestion towards organizational goal attainment.					
Leaders in the organization encourage employees to go beyond self interest in order to attain organizational goals.					
Leaders in the organization help employees to learn from the past to improve the present in order to meet the desired future in the organization.					
Leaders in the organization allow employees to demonstrate their innovation and creativity in achieving organizational goals.					
Leaders in the organization teach and coach employees on the basis of individual needs to enable attainment of organizational goals.					
Leaders in the organization allow new way of thinking from employees in dealing with challenging issues to ensure organizational goals attainment.					
Leaders in the organization allow employees to use or try different ways of dealing with arising problems in the organization.					
Leaders in the organization encourage employees to question leaders without fear on any issue not clear to them.					
Leaders in the organization meet together with employees, discuss and develop solutions on how to deal with difficult issues in the organization.					

Source: borrowed from Ndirangu, J. (2018) with minor changes.

Section E: INDIVIDUALIZED CONSIDERATION AND EMPLOYEES'

PERFORMANCE

13. Kindly choose and use appropriately any of the scale of 1 = “**Strongly agree**”; 2 = “**Agree**”; 3 = “**Neutral**”; 4 = “**Disagree**”; 5 = “**Strongly disagree**” to give your opinion about the practice of individualized consideration in your organization by putting a **tick (√)** in the table below to the number that that describe your opinion.

(Individualized consideration refers to a leader who recognizes and values the developmental needs of his or her followers and listens to them, mentor them, encourages and empowers them to meet their needs).

Features of Individualized consideration practiced in your organization	1	2	3	4	5
Leaders in the organization encourage employee development and personal growth.					
Leaders in the organization recognize and appreciate employee performance					
Leaders in the organization delegate duties to their employees to develop learning experience.					
Leaders in the organization call for staff meeting to listen, advice and encourage employees on their performance towards organizational goals.					
Leaders in the organization recognize and value employee needs when making decisions.					
Leaders in the organization advices and encourage employees on the importance of professional development and learning.					
Leaders in the organization allow employees participation in decision making process and value their contributions.					
Leaders in the organization value individual employee competence in performing duties.					
Leaders in the organization manage conflicts and promote employee performance.					

Source: borrowed from Ndirangu, J. (2018) with minor changes.

Section F: EMPLOYEES PERFORMANCE.

14. Kindly choose and use appropriately any of the scale of 1 = “**Strongly agree**”; 2 = “**Agree**”; 3 = “**Neutral**”; 4 = “**Disagree**”; 5 = “**Strongly disagree**” to give your opinion about the practice of employees performance in your organization by putting a **tick (√)** in the table below to the number that that describe your opinion.

(Employee performance means the ability of an employee to perform or not perform the assigned duties in the organization. An employee can be a good performer, if he or she is able to do the work on time or early than the expected time, as well as do more than the set out work standards).

Features of employee performance in your organization	1	2	3	4	5
Employees in the organization report at workplace in time					
Employees in the organization complete their assigned duties on time					
Employees in the organization work as a team to accomplish their assigned duties					
Employees in the organization accomplish their assigned work more than the required standards.					
Employees in the organization use creativity and innovation to accomplish the assigned duties.					
Employees in the organization perform and execute their duties as per set organizational goals.					

source: borrowed from Mwombeki, (2017) with minor changes.

Please return the questionnaire to the one gave it to you. Or call/SMS on 0754

973 788

THANK YOU VERY MUCH FOR YOUR COOPERATION

APPENDEX III: COVERING LETTER

Dear Respondents.

RE: REQUEST TO PARTICIPATE IN RESEARCH

I am currently a postgraduate student at The Open University of Tanzania pursuing a Master of Human Resource Management. As part of the Master degree requirement, I am required to conduct a research on my area of specialization. Therefore I am conducting a research on “The influence of Transformational Leadership on Employees’ Performance in Local Government Authorities in Tanzania: The Case of Tunduma Town Council. I humbly ask you to accept and complete this questionnaire. The questions are based on the leadership style practiced in your organization. Once more I ask you to give the correct answer basing on what you know or what you have observed and experienced in the organization. If you are part of the management team of the organization, respond on the basis of what you do as an individual or a team.

The information you provide in this questionnaire will be taken care and treated with high level of confidentiality. You are therefore required not to provide your name but you are required to provide the name of your organization and your current designation. Data collected WILL ONLY BE USED FOR ACADEMIC PURPOSE.

Please I kindly request you to spare your time for about 30 minutes to complete this questionnaire to assist to meet the objective of the research. In case of any question, please do not hesitate to call or SMS on **0754-973-788** or email me through majiap.pg201505238@pg.out.ac.tz

Yours Sincerely;

Paul Majia

APPENDIX IV: QUESTIONNAIRES

General questions for Management/leaders at Tunduma Town Council

INSRUTIONS:-

1. Kindly fill this questionnaire appropriately.
2. Indicate the right answer by a **TICK** (✓) in the brackets unless specified. Tick in the bracket just once in the right answer. Where the space is provided write the correct answer.
3. Use a pen to fill this questionnaire.

Section A: PERSONAL INFORMATION.

1. Gender **(Please TICK the appropriate answer).**
 - ii. Male () ii. Female ()
2. Age. **(Please TICK the appropriate answer).**
 - ii. 20 – 25 () ii. 26 – 30 () iii. 31 – 35 ().
 - v. 36 – 40 () v. 41 – 45. () vi. 46 and above ().
3. Marital Status. **(Please TICK the appropriate answer).**
 - ii. Single () ii. Married () iii.
 - Divorced/Divorcee. ()
 - v. Widow/Widower ().
4. What is your current level of education? **(Please TICK the appropriate answer).**
 - ii. Certificate () ii. Diploma () iii. Degree ().
 - v. Postgraduate () v. Other ()
 - (Specify).....
5. What is the name of the organization you are working for? **(Please**

WRITE the right answer).

.....

6. What is the name of the department / section you are working under in the organization? **(Please WRITE the right answer).**

.....

7. How many years have you been working in the organization? **(Please TICK the appropriate answer).**

Less than 1 year. () ii. 1 – 5 years () iii. 6 – 10

years ()

Iv. More than 10 years ().

8. What is your current position in the organization? **(Please WRITE the right answer).**

.....

9. For how long have you been holding your current position in the organization? **(Please TICK the appropriate answer).**

ii. Less than 1 year. () ii. 1 – 5 years () iii. 6

– 10 years ()

iv. More than 10 years ().

Section B: IDEALIZED INFLUENCE AND EMPLOYEES' PERFORMANCE.

10. Kindly choose and use appropriately any of the scale of 1 = “**Strongly agree**”; 2 = “**Agree**”; 3 = “**Neutral**”; 4 = “**Disagree**”; 5 = “**Strongly disagree**” to give your opinion about the practice of idealized influence in your organization by putting a **tick** (✓) in the table below to the number that that describe your opinion.

(Idealized influence refers to a leader who focus on desirable future in a collective vision, shows how it can be attained and he or she sets as an example of self -sacrifice for the benefit of the organization).

Features of Idealized influence practiced in your organization.	1	2	3	4	5
Goals are set to define what employees need to achieve in the organization.					
Employees are encouraged to focus on attaining organizational goals.					
Equality on utilizing the available resources is ensured to employees.					
Self -sacrifice is practiced to ensure attainment of organization goals					
Teamwork spirit is frequently encouraged to employees in attain organizational goals					
High level of integrity shown is learned and practiced by the employees in ensuring organizational goals attainment.					
Desirable behaviour shown by leaders influences employees in the organization to trust and respect them and implement their directives.					
Two way communication is encouraged and practiced in the in the organization					
Common understanding on mission and vision of the organization is insisted and exercised in the organization.					

SOURCE: borrowed from Ndirangu, J. (2018) with minor changes.

Section C: INSPIRATIONAL MOTIVATION AND EMPLOYEES' PERFORMANCE.

11. Kindly choose and use appropriately any of the scale of 1 = “**Strongly agree**”; 2 = “**Agree**”; 3 = “**Neutral**”; 4 = “**Disagree**”; 5 = “**Strongly disagree**” to give your opinion about the practice of Inspirational motivation in your organization by putting a **tick (√)** in the table below to the number that that describe your opinion.

(Inspirational motivation refers to a leader who is devoted to achieve organizational goals and he or she sets high standard of expectations and inspires his followers through effective communication on how to achieve them).

Features of Inspirational Motivation practiced in your organization	1	2	3	4	5
Intrinsic motivation is frequently encouraged and practiced to employees in the organization than extrinsic motivation.					
Employees are inspired with shared mission and vision of the organization provided to them.					
Employees are encouraged to regard themselves as part and parcel of the organization and success of the organization depends on their performance					
Employees in the organization are encouraged to exert more effort and perform more than what they are assigned.					
Team cohesion towards attaining organizational goals is encouraged.					
Employees are encouraged to study the situation and change accordingly in ensuring effective organizational goals attainment.					
High standards of performance are set and tasks assigned to employees to stimulate them think beyond the box and performance more to meet them.					
Employees in the organization are performing their duties on the basis of the organizational set goals.					
There is free interaction between employees and their leaders in the organization.					

Source: borrowed from Ndirangu, J. (2018) with minor changes.

Section D: INTELLECTUAL STIMULATION AND EMPLOYEES'

PERFORMANCE.

12. Kindly choose and use appropriately any of the scale of 1 = “**Strongly agree**”; 2 = “**Agree**”; 3 = “**Neutral**”; 4 = “**Disagree**”; 5 = “**Strongly disagree**” to give your opinion about the practice of Intellectual stimulation in your organization by putting a **tick (√)** in the table below to the number that that describe your opinion. (*Intellectual stimulation*

refers to a leader who encourages his or her followers to express their views and ideas that stimulates creativity and innovation for the betterment of the organization).

Features of Intellectual stimulation practiced in your organization	1	2	3	4	5
Employee's views, ideas and suggestion are entertained and taken into consideration in realizing organizational goals.					
Employees are encouraged to put organizational interest first than individual interest.					
Employees are encouraged learn from the past experience in order to improve the present and meet the organizational desirable future.					
Employees are encouraged to be innovative and creative in performing their assigned duties in the organization.					
Each individual needs are valued and employees are advised as well as assisted in realization their needs for the organizational benefits.					
Employees are encouraged to be flexible when dealing with challenging issues so as to meet organizational goals.					
Employees are allowed to come up with new way of thinking that help to solve problems likely to hinder their performance.					
Employees are free to ask for clarification to their leaders any pending issue in the organization.					
Organizational issues are discussed and shared between leaders and employees in the organization.					

Source: borrowed from Ndirangu, J. (2018) with minor changes.

Section E: INDIVIDUALIZED CONSIDERATION AND EMPLOYEES'

PERFORMANCE

13. Kindly choose and use appropriately any of the scale of 1 = “**Strongly agree**”; 2 = “**Agree**”; 3 = “**Neutral**”; 4 = “**Disagree**”; 5 = “**Strongly disagree**” to give your opinion about the practice of individualized consideration in your organization by putting a **tick (√)** in the table below to the number that that describe your opinion.

(Individualized consideration refers to a leader who recognizes and values the developmental needs of his or her followers and listens to them, mentor them, encourages them and empowers them to meet their needs).

Features of Individualized consideration practiced in your organization	1	2	3	4	5
Employees are encouraged to develop and learn.					
Employees' performance in the organization is recognized, valued and appreciated.					
Employees in the organization are delegated with duties and responsibilities to enable their learning experience develop.					
Employees and leaders meet frequently and discuss issues pertaining to employees' performance to ensure organizational development.					
Plans and decisions in the organization are made in consideration to the needs of employee in the organization.					
Professional and carrier development in the organization is encouraged and practiced.					
Contributions of the employee for the organizational development are encouraged and taken into consideration.					
Individual employee competences and capabilities in the organization are valued and motivated.					
Mutual relationship in the organization is maintained.					

Source: borrowed from Ndirangu, J. (2018) with minor changes.

Section F: EMPLOYEES PERFORMANCE.

14. Kindly choose and use appropriately any of the scale of 1 = “**Strongly agree**”; 2 = “**Agree**”; 3 = “**Neutral**”; 4 = “**Disagree**”; 5 = “**Strongly disagree**” to give your opinion about the practice of employees performance in your organization by putting a **tick (√)** in the table below to the number that that describe your opinion.

(Employee performance means the ability of an employee to perform or not perform the assigned duties in the organization. An employee can

be a good performer, if he or she is able to do the work on time or early than the expected time, as well as do more than the set out work standards).

Features of employee performance in your organization	1	2	3	4	5
All employees in the organization report at workplace in time.					
All employees in the organization sign in the attendance register as per regulation.					
All employees in the organization complete their assigned duties on time.					
All employees in the organization work as a team to accomplish their assigned duties.					
All employees in the organization accomplish their assigned work more than the required standards.					
All employees in the organization use their creativity and innovation to accomplish their assigned duties.					
All employees in the organization perform and execute their duties as per set organizational goals.					

source: borrowed from Mwombeki, (2017) with minor changes.

Please return the questionnaire to the one gave it to you. Or call/SMS on 0754 973 788.

THANK YOU VERY MUCH FOR YOUR COOPERATION